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# Department of Finance Canada

## Performance Report

For the period ending  
March 31, 2005

Canada

ESTIMATES

## The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Catalogue No. BT31-4/37-2005  
ISBN 0-660-62890-2

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## Foreword

The Government of Canada has made continuous improvement in its management practices a priority since *Results for Canadians: A Management Framework for the Government of Canada* was tabled in Parliament in the spring of 2000. Driving the government's pursuit of management excellence is its vision to provide Canadians with a responsive government, which serves citizens and manages itself as a unified, coherent enterprise; an innovative government supported by a highly-qualified public service equipped to leverage information and make the best use of public funds while balancing risk; and an accountable government which answers clearly and openly for its performance to Parliament and to Canadians.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting results to Parliament and citizens. They are at the heart of accountability in government.

Departments and agencies are encouraged to prepare their reports following principles for effective public reporting (provided in the *Guide for the Preparation of the 2004-05 Departmental Performance Reports*: [http://www.tbs-sct.gc.ca/rma/dpr1/04-05/guidelines/guide\\_e.asp](http://www.tbs-sct.gc.ca/rma/dpr1/04-05/guidelines/guide_e.asp) ). Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes (benefits to Canadians and Canadian society) and describes the contribution the organisation has made toward those outcomes. It sets performance in context, associates performance with earlier commitments, explains any changes, and discusses risks and challenges faced by the organisation in delivering on these commitments. Achievements realised in partnership with other governmental and non-governmental organisations are also discussed. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

This departmental performance report (along with those of many other organizations) is accessible from the Treasury Board of Canada Secretariat Internet site: <http://www.tbs-sct.gc.ca/est-pre/estime.asp>. Readers wishing a high level, whole of government overview of the Government of Canada's efforts to improve quality of life should refer to *Canada's Performance 2005* available at the same internet address. This report is structured around three broad policy areas (Sustainable Economy, Canada's Social Foundations and Canada's Place in the World) and, in its electronic version, links to relevant Departmental Performance Reports. *Canada's Performance 2005* also contains a special overview of the government's efforts to improve the well-being of Aboriginal peoples.

The Government of Canada is committed to continually improving reporting to Parliament and Canadians. The input of readers can do much to ensure that Departmental Performance Reports and other reports are enhanced over time.

**Comments or questions can be directed to:**

Results-based Management Directorate  
Treasury Board of Canada Secretariat  
L'Esplanade Laurier, Ottawa, Ontario K1A 0R5  
**OR at:** [rma-mrr@tbs-sct.gc.ca](mailto:rma-mrr@tbs-sct.gc.ca)



Department of Finance  
Canada

## Departmental Performance Report

For the period ending  
March 31, 2005

A handwritten signature in black ink, appearing to read 'R. Goodale', is positioned above a horizontal line.

Ralph Goodale  
Minister of Finance

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the Minister of Public Works and Government Services Canada — 2005

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## Section I—Overview

### Minister's Message

The work of the Department of Finance Canada is central to the Government of Canada's effort to build a 21st century economy that will improve the well-being of all Canadians. A productive, growing economy creates jobs, boosts incomes, and supports investments in the quality of life of Canadians. It also gives the Government of Canada the means to meet its global responsibilities and seize global opportunities.

The four key elements that will improve the well-being of the nation are (1) robust economy; (2) secure social foundations; (3) a sustainable environment; and (4) sound fiscal framework.

Within the right policy framework, these four elements operate as a “virtuous circle,” with each element strengthening and reinforcing the others to foster environmentally sustainable growth and a higher quality of life, as demonstrated below:

- A robust economy provides resources for increased investments to meet social and environmental objectives.
- A secure society provides the opportunities and confidence for all Canadians to participate in the economy and contribute to a better standard of living.
- An environmentally sustainable economy improves the health of Canadians today and safeguards—and reduces costs for—future generations. It also provides innovative opportunities to enhance the competitiveness of business.
- A sound fiscal framework supports the economy while still providing the government with the resources to help address the economic, social, and environmental priorities of Canadians.

Guided by these four elements, the government has delivered on its commitments to

- secure Canada's social foundations;
- implement policies that support a productive and growing economy;
- meet Canada's global responsibilities; and
- maintain a sound fiscal framework.

Looking ahead, the government will continue to work toward meeting the demands of today while anticipating—and preparing for—the changes and challenges of the future.



The Honourable Ralph Goodale, P.C., M.P.

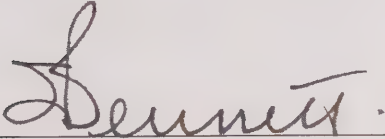


## Management Representation Statement

I submit, for tabling in Parliament, the 2004–05 departmental performance report (DPR) for the Department of Finance Canada.

This report has been prepared based on the reporting principles contained in the Treasury Board of Canada Secretariat's *Guide to the Preparation of 2004–2005 Departmental Performance Reports*:

- It adheres to the specific reporting requirements.
- It uses an approved program activity architecture.
- It presents consistent, comprehensive, balanced, and accurate information.
- It provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to the Department.
- It reports finances based on approved numbers from the Estimates and the *Public Accounts of Canada*.



---

Ian E. Bennett  
Deputy Minister



## Summary Information

### Reason for existence

The goal of the Department of Finance Canada is to foster a strong economy, resulting in higher standards of living and an improved quality of life for all Canadians.

### Mandate

The Department is committed to making a difference for Canadians by helping the government develop and implement economic, social, security, and financial sector policies and programs that foster strong and sustainable economic growth, emphasizing fiscal, economic, social, and security objectives.

The Department serves as the government's primary source of analysis and advice on the economic, fiscal, and tax implications of key government priorities. Its responsibilities include preparing the federal budget, developing tax and tariff policy and legislation, managing federal borrowing on financial markets, administering major transfers of federal funds to the provinces and territories, developing regulatory policy for the country's financial sector, and representing Canada within international financial institutions.

### Mission

The Department's mission is to support the Minister of Finance by providing the best possible analysis and policy advice on economic, social, and financial issues; by implementing government decisions in a timely and efficient manner; and by communicating government decisions in the clearest way possible, within and outside government. Its mission is also to act as an effective conduit for the views of participants in the economy from all parts of Canada and to maintain high-quality support systems and development programs to carry out the Department's functions.

### Strategic outcome

To create a fiscal, economic, social, and global advantage for Canada by providing appropriate policies and sound advice with respect to economic, social, and financial conditions and to the government's overall agenda.

#### Total financial resources: (\$ thousands)

Planned	Authorities	Actual
67,403,512	74,208,424	73,241,234

#### Total human resources: FTEs<sup>1</sup>

Planned	Actual	Difference
866	833	33

1. In the 2004–05 Report on Plans and Priorities, the planned full-time equivalents (FTEs) of 813 did not include public debt FTEs (21) or the Canada Investment and Savings Agency's FTEs (31). These have been included in the planned FTEs to properly reflect the total of 866 FTEs for the Department.

## Summary of Performance in Relationship to Departmental Strategic Outcomes and Priorities

The following table provides an overview of the Department's performance in terms of the priorities set out in the *2004-05 Report on Plans and Priorities*. It reports on expected results using key performance indicators. The table also links the resources used during the year to the results achieved based on management representation. The corporate administration costs are distributed to the expected results based on the percentage share of the 2004-05 operating budget.

For each expected result, a page number referring to a further discussion of the result is provided.

The Department of Finance Canada is in the process of developing an integrated planning and resources allocation framework. This comprehensive process will facilitate the setting and monitoring of priorities, results, and performance information. The framework will enable the Department to better report on and demonstrate accountability for results and resources to Parliament and Canadians.

### **Rating:**

1. Exceeded expectations
2. Successfully met expectations
3. On track to meet expectations (applies to long-term targets)
4. Not yet met expectations

**Strategic outcome: To create a fiscal, economic, social, and global advantage for Canada by providing appropriate policies and sound advice with respect to economic, social, and financial conditions and to the government's overall agenda.**

(\$ thousands)

Priority: Sustainable Fiscal Structure				Type: Ongoing	
Planned Spending: 35,430,498				Actual Spending: 33,893,331	
Expected Results	Actual Resources	Performance Indicators	Target (T) Actual Results (R)	Rating	
A fair, efficient, and competitive tax system (p. 29-32)	14,013	Personal income taxes	<p><b>T:</b> Implement the Five-Year Tax Reduction Plan and Budget 2003.</p> <p><b>R:</b> Changes were implemented in 2004-05: federal personal income taxes were reduced by more than 21 per cent on average and by more than 27 per cent for families with children. In addition, Budget 2005 proposed further tax relief (e.g. an increase in the basic personal amount to \$10,000 by 2009).</p>	2	
		Corporate tax rates and effect on the competitiveness of the Canadian tax system	<p><b>T:</b> Continue rate reductions announced as part of the Five-Year Tax Reduction Plan.</p> <p><b>R:</b> The Five-Year Tax Reduction Plan has been fully implemented. Tax reductions announced in Budget 2003 were also implemented, specifically the phase-out of the federal capital tax and the reduction of the tax rate on resource income. In addition, Budget 2005 proposed to further reduce the general corporate income tax rate and to eliminate the corporate surtax in 2008 in order to maintain and enhance Canada's tax rate advantage.</p>	2	

Priority: Sustainable Fiscal Structure				Type: Ongoing
Planned Spending: 35,430,498				Actual Spending: 33,893,331
Expected Results	Actual Resources	Performance Indicators	Target (T) Actual Results (R)	Rating
A prudent fiscal-planning framework (p. 38-39)	9,372	Government budgetary balance	T: Balanced budget or better. R: \$9.1-billion surplus in fiscal year 2003-04. Final 2004-05 results will be available in the fall of 2005.	1
		Federal debt-to-GDP ratio	T: 25.0 per cent by 2014-15. R: 38.8 per cent estimated for 2004-05.	3
Vibrant cost-effective retail debt program (p. 59-60)	97,446	Comparison with the annual business plan prepared by the Canada Investment and Savings Agency	T: Balance efforts on sales and retention to manage the decline of the portfolio. R: In 2004-05, the overall retail debt portfolio, as at March 31, 2005, fell by 10.0 per cent to \$19.3 billion.	2
			T: Improve overall efficiency and reduce costs through careful investment and streamlined administration. R: Program expenditures were 6.7 per cent below the business plan budget of \$104.4 million for the fifth consecutive year.	1
A stable, low-cost debt structure and a well-functioning Government of Canada securities market (p. 60)	33,772,450	Public debt costs	T: Adjust debt programs to ensure that progress toward the 60.0 per cent fixed-rate debt is attained. R: 63.0 per cent fixed-rate debt.	1

<b>Priority: A More Productive, Competitive, and Dynamic Canada</b>				<b>Type: Ongoing</b>	
<b>Planned Spending: 87,063</b>				<b>Actual Spending: 94,478</b>	
<b>Expected Results</b>	<b>Actual Resources</b>	<b>Performance Indicators</b>	<b>Target (T) Actual Results (R)</b>	<b>Rating</b>	
A tax system that promotes jobs, growth, entrepreneurship, and innovation (p. 32–34)	8,276	Corporate tax rates and effect on investment, innovation, jobs, and growth	<p><b>T:</b> Implement Budget 2003.</p> <p><b>R:</b> Tax reductions from Budget 2003 were implemented—for example, the phase-out of the federal capital tax and the reduction of the corporate tax rate on resource income, along with the Budget 2004 acceleration of the increase in the small business deduction to \$300,000 in 2005. Budget 2005 proposed to reduce the general corporate income tax rate and eliminate the corporate surtax in 2008 in order to maintain and enhance Canada's tax rate advantage. Budget 2005 also proposed further adjustments to capital cost allowance rates.</p>	2	
		Improved tax treatment of savings	<p><b>T:</b> Implement Budget 2003.</p> <p><b>R:</b> Budget 2003 increased the registered retirement savings plan annual contribution limits to \$18,000 by 2006, with corresponding increases in the limits for registered pension plans. Budget 2005 further increases these limits.</p>	1	
Policy options that promote long-term economic growth (p. 39–40)	6,204	Canada's GDP growth relative to G-6 average in 2004 (G-7, excluding Canada)	<p><b>T:</b> G-6 average GDP growth was 2.4 per cent.</p> <p><b>R:</b> Canada's GDP growth was 2.9 per cent.</p>	1	
A regulatory framework that creates an environment for <ul style="list-style-type: none"> <li>a financial services sector that is internationally competitive, safe and sound, and responsive to business and consumer needs; and</li> </ul>	8,443	Consultations and legislative regulatory initiatives	<p><b>T:</b> Consult on the modernization of corporate governance provisions for financial institutions, with a view to introducing legislation in 2004–05.</p> <p><b>R:</b> Legislation is expected to be introduced in June 2005.</p>	2	
			<p><b>T:</b> Initiate consultations during 2004–05 for the next statutorily mandated five-year review.</p> <p><b>R:</b> Consultations launched in Budget 2005.</p>	2	

<b>Priority: A More Productive, Competitive, and Dynamic Canada</b>				<b>Type: Ongoing</b>	
<b>Planned Spending: 87,063</b>				<b>Actual Spending: 94,478</b>	
<b>Expected Results</b>	<b>Actual Resources</b>	<b>Performance Indicators</b>	<b>Target (T) Actual Results (R)</b>		<b>Rating</b>
<ul style="list-style-type: none"> <li>financial markets that meet the needs of issuers and providers of capital (p. 41-43)</li> </ul>			<p><b>T:</b> Monitor the financial positions of Canadian pension plans, assess the regulatory framework, and recommend action where appropriate.</p> <p><b>R:</b> Regulations concerning solvency deficiency of Air Canada adopted in August 2004.</p> <p><b>R:</b> Consultation paper on private defined benefit pension plans will be released in May 2005.</p>		1
			<p><b>T:</b> Address any overlap in prudential, administrative, and corporate services functions between the Office of the Superintendent of Financial Institutions (OSFI) and the Canada Deposit Insurance Corporation (CDIC).</p> <p><b>R:</b> Budget 2005 announced prudential measures regarding the regulatory efficiency of OSFI and CDIC. Legislative and bylaw amendments are expected to be passed in the spring of 2005.</p>		1
Support for research and development (p. 45-46)	785	Gross expenditures on research and development (GERD) as a percentage of GDP	<p><b>T:</b> By 2010, to move from 15th to 5th place among member countries of the Organisation for Economic Co-operation and Development in terms of national investment in research and development.</p> <p><b>R:</b> Canada's GERD-to-GDP ratio declined somewhat in 2004 compared to 2003.</p>		4
Programs that facilitate the adaptation of all sectors to the knowledge-based economy (p. 46-47)	654	<p>Evidence of innovation (research and development and patenting performance)</p> <p>Adoption of technology (investments in machinery and equipment [M&amp;E])</p>	<p><b>R:</b> Business expenditures on research and development as share of GDP declined somewhat in 2004 from 2003.</p> <p><b>R:</b> M&amp;E investments as share of GDP remained stable in 2004 compared to 2003.</p>		4
					3

<b>Priority: A More Productive, Competitive, and Dynamic Canada</b>				<b>Type: Ongoing</b>	
<b>Planned Spending: 87,063</b>				<b>Actual Spending: 94,478</b>	
<b>Expected Results</b>	<b>Actual Resources</b>	<b>Performance Indicators</b>	<b>Target (T) Actual Results (R)</b>	<b>Rating</b>	
		Success in global markets across all sectors of the economy (exports)	R: Exports increased across all major sectors in 2004.	2	
Sale of Petro-Canada (p. 49)	6,124	To meet expected net budgetary revenues based on an average of recent prices and the book value of the investment	T: To sell the government's remaining shares in Petro-Canada in 2004-05 at a price that would provide \$2.0 billion in new budgetary revenues. R: Sale of the government's remaining shares in Petro-Canada that provided \$2.6 billion in budgetary revenues.	1	
Meeting the coinage needs of Canadians (p. 61)	63,933	Sufficient level of circulating coins and popularity of commemorative coins	T: Work with the Royal Canadian Mint to ensure the supply of regular and commemorative coins. R: Appropriate supply of regular coins and successful introduction of three new commemorative coins.	2	

<b>Priority: Support and Sustain Canadian Society</b>				<b>Type: Ongoing</b>
<b>Planned Spending: 30,612,953</b>				<b>Actual Spending: 37,761,788</b>
<b>Expected Results</b>	<b>Actual Resources</b>	<b>Performance Indicators</b>	<b>Target (T) Actual Results (R)</b>	<b>Rating</b>
Support for the continuing renewal of the Canadian health care system (p. 34, 52-53)	1,797	Goods and services tax (GST)/harmonized sales tax (HST) health care rebate system	<b>T:</b> Implement legislation to expand the application of the 83-per-cent rebate to eligible non-profit health care facilities that provide services previously performed in hospitals. <b>R:</b> The <i>Budget Implementation Act, 2005</i> (Bill C-43) is expected to receive Royal Assent in June 2005.	2
		Significant investment in the Canadian health care system	<b>T/R:</b> Agreement signed by first ministers on an agenda to renew and reform health care, supported by significant investment in health care.	1
		Timely drafting of legislation	<b>T/R:</b> Enactment of legislation implementing the 10-year Plan to Strengthen Health Care before the end of fiscal year 2004-05. <b>T/R:</b> Flow new 2004-05 funding in a timely fashion.	2
Support to communities (p. 34-35, 47-48)	2,295	GST/HST rebate for municipalities	<b>T:</b> Implement legislation for 100-per-cent GST/HST rebate. <b>R:</b> Legislation is expected to be enacted in May 2005.	2
		Improved tax rules concerning registered charities	<b>T:</b> Implement Budget 2004. <b>R:</b> The regulation of registered charities was improved through a new compliance regime. Legislation was expected to be enacted in May 2005.	2
		An additional source of funding for cities and communities	<b>T:</b> Provide cities and communities with funds equivalent to a portion of the gas tax revenues. <b>R:</b> Budget 2005 provides for \$5.0 billion over five years to support environmentally sustainable infrastructure.	2

Priority: Support and Sustain Canadian Society				Type: Ongoing
Planned Spending: 30,612,953				Actual Spending: 37,761,788
Expected Results	Actual Resources	Performance Indicators	Target (T) Actual Results (R)	Rating
Increase support for families with children (p. 35, 51-52)	1,418	Implementation of a long-term investment plan for low-income families with children	<p><b>T:</b> Implement the measures in the Five-Year Tax Reduction Plan and Budget 2003.</p> <p><b>R:</b> The maximum annual Canada Child Tax Benefit for a first child under age 7 was increased to \$2,958 in July 2004.</p>	2
Enhance tax fairness for persons with disabilities (p. 35-36)	2,124	Early Learning and Child Care initiative	<p><b>T:</b> Initiative announced.</p> <p><b>R:</b> Trust set up in Budget 2005.</p>	2
Support for Canadians to upgrade their skills and learning (p. 36, 51-52)	1,673	Improvements in tax measures for persons with disabilities and those who care for them	<p><b>T:</b> Evaluate the disability tax credit (DTC) and respond to the report of the Technical Advisory Committee on Tax Measures for Persons with Disabilities (TAC).</p> <p><b>R:</b> An evaluation of the DTC was published in 2004. Budget 2005 proposed to act on virtually all of the TAC's final recommendations.</p>	2
		Increase in savings by low- and middle-income families for the post-secondary education of their children	<p><b>T:</b> Implement Budget 2004.</p> <p><b>R:</b> Legislation received Royal Assent on June 15, 2004. The Canada Learning Bond (CLB) becomes operational on July 1, 2005, with CLB entitlements accumulating since January 1, 2004. Enhanced Canada Education Savings Grant (CESG) also becomes operational on July 1, 2005, with eligible contributions made to registered education savings plans since January 1, 2005, qualifying for the enhanced CESG matching rates.</p>	2
		Workplace Skills Strategy	<p><b>T:</b> Work with Human Resources and Skills Development Canada to have measures ready for announcement in Budget 2005.</p> <p><b>R:</b> Funding of \$125 million announced in Budget 2005.</p>	2

Priority: Support and Sustain Canadian Society				Type: Ongoing	
Planned Spending: 30,612,953				Actual Spending: 37,761,788	
Expected Results	Actual Resources	Performance Indicators	Target (T) Actual Results (R)	Rating	
		Programs specifically tailored to the needs of First Nations communities	T: Development of proposals for First Nations communities. R: Measures announced in Budget 2005.	2	
Sustainability of the Canada Pension Plan (CPP) (p. 41, 50-51)	448	Periodic actuarial reviews of the CPP	T: Proceed with the triennial review of the financial status of the CPP. R: Several discussions took place with provinces and territories in addition to ongoing dialogue with Social Development Canada.	2	
		Long-term sustainability of the CPP	T: Ensure the viability of the plan. R: According to the CPP Chief Actuary, the plan is viable for at the least the next 75 years under the current rate and benefit structure.	2	
		CPP Investment Board quarterly and annual financial statements that report the results of its investments and changes in CPP assets	T: Complete the transfer of the remaining CPP assets to the CPP Investment Board under Bill C-3. R: \$3.8 billion (58.0 per cent) of cash operating reserve and \$11.0 billion (31.0 per cent) of bonds portfolio transferred as at March 31, 2005.	3	
Review of the employment insurance (EI) premium rate-setting mechanism (p. 50)	513	Review of the EI rate-setting mechanism New rate-setting mechanism	T: Rate-setting mechanism to be reviewed during 2004-05. R: Rate setting reviewed, and new process announced in Budget 2005.	1	
Transfer programs for the provinces and territories (p. 53, 62-63)	37,751,520	Timely drafting of legislation	T/R: Agreement reached with first ministers on a new framework for equalization and territorial formula financing.	1	
		Timely launch of expert panel	T/R: Expert panel launched and consultations under way.	2	

Priority: Support and Sustain Canadian Society				Type: Ongoing
Planned Spending: 30,612,953				Actual Spending: 37,761,788
Expected Results	Actual Resources	Performance Indicators	Target (T) Actual Results (R)	Rating
		Timely provision of transfer payments	T/R: Transfer programs administered in an efficient and accurate manner consistent with regulations and legislation.	2

Priority: Promote Strong, Sustained Global Economic Growth				Type: Ongoing
Planned Spending: 1,272,998				Actual Spending: 1,474,456
Expected Results	Actual Resources	Performance Indicators	Target (T) Actual Results (R)	Rating
Contribute to the government's implementation strategy for meeting its commitment under the Kyoto Protocol (p. 36–37, 48)	2,932	Framework	T: Develop a framework to facilitate and foster a shared understanding of policy considerations that may be taken into account as tax policy proposals are developed. R: Framework published in Annex 4 of Budget 2005.	2
		Interdepartmental consultations	T: Participate in interdepartmental consultations on the various aspects of the analysis and design of covenants, and develop a domestic and international permit trading system. R: Participated in interdepartmental meetings and consultations.	2
More efficient and secure borders (p. 37, 54)	1,708	Air Travellers Security Charge (ATSC)	T: Review the ATSC to ensure that revenue remains in line with costs for enhanced air travel security. R: Review successfully completed and presented in Budget 2005.	2

<b>Priority: Promote Strong, Sustained Global Economic Growth</b>				<b>Type: Ongoing</b>	
<b>Planned Spending: 1,272,998</b>				<b>Actual Spending: 1,474,456</b>	
<b>Expected Results</b>	<b>Actual Resources</b>	<b>Performance Indicators</b>	<b>Target (T) Actual Results (R)</b>	<b>Rating</b>	
		Funding for border-related issues	<b>T:</b> Provide funding to address essential security concerns. <b>R:</b> Budget 2005 committed an additional \$1.0 billion over five years for key national security issues.	2	
A financial system that is secure and meets international standards for combating abuses and terrorist financing activities (p. 43-44)	2,840	Consultations and legislative and regulatory initiatives	<b>T:</b> Consultation paper outlining proposals to enhance and update Canada's anti-money laundering and anti-terrorist financing legislative and regulatory framework and the overall operation of the regime. <b>R:</b> Government is expected to release the consultation paper in June 2005.	2	
		Preparation for the Financial Action Task Force on Money Laundering (FATF) mutual evaluation	<b>T:</b> Participate in the FATF. Prepare for upcoming mutual evaluation exercise. <b>R:</b> Canada continues to be an active member of the FATF. In preparation for its own mutual evaluation in 2006-07, Canada participated in other members' mutual evaluation exercises.	2	
		Counterfeiting levels for the high-denomination notes Acceptance level by retailers and the public of high-denomination notes	<b>T:</b> Work with the Bank of Canada to ensure the successful issuance of the new series of high-denomination (\$20, \$50 and \$100) bank notes to strengthen confidence in Canadian currency. <b>R:</b> All three new notes were successfully introduced.	2	
Promote reforms to increase global growth, development, and financial stability (p. 54-57, 64)	1,460,321	Official development assistance (ODA)	<b>T:</b> Double international assistance between 2001 and 2010. <b>R:</b> ODA will be doubled between 2001 and 2010. Aid to Africa will be doubled by 2008-09 from its 2003-04 level.	3	

Priority: Promote Strong, Sustained Global Economic Growth			Type: Ongoing	
Planned Spending: 1,272,998			Actual Spending: 1,474,456	
Expected Results	Actual Resources	Performance Indicators	Target (T) Actual Results (R)	Rating
A stronger international trading system and enhanced security of access for Canadian exports in major foreign markets (p. 57–58)	3,341	Progress on 14th replenishment of International Development Association (IDA)	T: Conclude IDA14. R: Negotiations concluded successfully.	2
		Debt relief	T: Ease debt burden of poor countries. R: Ensured that existing debt strategy was implemented effectively. Contributed funding to heavily indebted poor countries (HIPC) Trust Fund. Cancelled all remaining bilateral debt of four HIPC countries.	2
		Strengthen International Monetary Fund (IMF) and the World Bank	T: Ensure relevance of IMF and World Bank. R: Canadian efforts toward an enhanced surveillance mechanism at the IMF. R: Ongoing efforts to implement the new IMF–World Bank debt sustainability framework.	2
		International Assistance Envelope (IAE)	T: Put in place a new management framework. R: The Department of Finance Canada led an interdepartmental process on the new IAE framework.	3
		Trade negotiations	T: Provide Canadians with greater security of access to foreign markets. R: Department of Finance Canada officials are actively participating in the ongoing Doha Round of World Trade Organization multilateral trade negotiations.	3
		Rules of origin	T: Liberalized rules of origin for the <i>North American Free Trade Agreement</i> . R: More liberal rules on certain agricultural and industrial goods were implemented in January 2005.	2

Priority: Promote Strong, Sustained Global Economic Growth			Type: Ongoing	
Planned Spending: 1,272,998			Actual Spending: 1,474,456	
Expected Results	Actual Resources	Performance Indicators	Target (T) Actual Results (R)	Rating
Support opportunities for Canadian trade and investment (p. 58)	3,313	Tariff and trade remedy policy	T: Timely and effective response to requests to lower tariffs. R: Tariff relief requests resulted in the elimination of \$9.5 million in duties.	3
		Negotiations of foreign investment protection agreements (FIPA)	T: Negotiating FIPAs. R: Renegotiated FIPA with the European Commission. Negotiating new FIPAs with Peru, India, and China.	

**Core departmental activities:**

Ongoing policy analysis and advice by the Department

11,181

**Non-budgetary statutory item:**Advances pursuant to subsection 13(1) of the *Financial Consumer Agency of Canada Act*.

Reflected under the Financial Sector Policy Program Activity.

6,000

**Total actual resources for the Department**

73,241,234

# Overall Departmental Performance

## Introduction

The Department of Finance Canada is the primary source of economic and fiscal advice for the Government of Canada. The Department's responsibilities include preparing the federal budget and economic and fiscal update, developing tax and tariff policy and legislation, and managing federal borrowing on financial markets. The Department also administers major transfers of federal funds to provinces and territories, develops regulatory policy for the country's financial sector, and represents Canada within international financial institutions.

At the heart of its role in developing sound economic and fiscal policy for the government, the Department's plan of action is guided by four key priorities: ensuring a sustainable fiscal structure; encouraging a more productive, competitive, and dynamic Canada; supporting and sustaining Canadian society; and promoting strong, sustained global economic growth.

## Sustainable fiscal structure

A prudent fiscal framework ensures that Canada has a sustainable fiscal structure to place it in the best position to capitalize on both domestic and global economic opportunities. To that end, since the federal government balanced the budget in 1997–98, Canada has led the G-7 industrial nations in job creation and per-capita living standards growth. This has further positioned Canada as a world leader: it is the only G-7 country to post total government surpluses in each of the past three years, and it is the only G-7 nation expected to do so again in 2005–06.

Moreover, the federal debt has declined steadily since 1996–97 and, combined with Canada's strong economic growth, has resulted in a significant decline in the federal debt-to-GDP ratio. The government is committed to keeping this ratio on a downward track, and it reaffirmed its objective to lower it to 25.0 per cent by 2014–15 in Budget 2005.

Canada's improved fiscal situation puts the government in a better position to deal with future fiscal pressures, such as those caused by an aging population.

A fair, efficient, and competitive tax system is a key component of a sustainable fiscal structure. Every year since balancing the budget, the Government of Canada has reduced taxes. In 2004–05, the Department implemented a number of measures to improve the fairness, efficiency, and competitiveness of the tax system. This included measures previously announced in Budget 2000, the 2000 *Economic Statement and Budget Update*, Budget 2003, and Budget 2004 that were scheduled to take effect in 2004–05, as well as new measures announced in Budget 2005.

## Encouraging a more productive, competitive, and dynamic Canada

In today's global economy, a competitive tax system is critical to fostering business investment in Canada. Investment in new capital improves productivity, leading to economic growth, better wages, and higher living standards.

Budget 2005 proposed a number of corporate tax changes that promote jobs, growth, entrepreneurship, and innovation. The reduction in the general corporate income tax rate and the elimination of the corporate surtax will, once implemented, contribute to a business tax system that fosters investment, leading to economic growth and job creation.

Canada is widely acknowledged for having one of the safest and soundest financial sectors anywhere in the world. To keep Canada's leading edge, the Department of Finance Canada continuously works to ensure that the legislative and regulatory framework allows financial market participants to operate as efficiently and effectively as possible. At the same time, it makes sure that the sector remains safe and sound and the delivery of regulation is efficient and effective.

Budget 2005 removed the restrictions on investment in foreign property by tax-exempt entities, enhancing diversification opportunities for retirement investments for Canadians and providing pension funds with greater flexibility to supply venture capital to Canadian small businesses. It also launched the 2006 review of the financial institution statutes.

Beyond tax and regulation, Budget 2005 included a number of additional investments in support of a productive, growing, and sustainable economy. These included the following:

- investing in people (e.g. strategic investments aimed at building a highly skilled and adaptable workforce);
- investing in ideas and enabling technologies (e.g. measures designed to help create a world-class research environment in Canada); and
- investing in regions and sectors to help them compete at the leading edge.

### **Supporting and sustaining Canadian society**

The Department continues to look for new ways to ensure the sustainability of Canada's health care system. Building on the commitments in the 2000 and 2003 health accords, first ministers signed the 10-year Plan to Strengthen Health Care on September 16, 2004. This agreement committed \$41.3 billion of new federal funding for health care to provinces and territories over 10 years.

Through the equalization and territorial formula financing (TFF), the Government of Canada provides support to eligible provinces and the three territories for the key priorities of these governments, including advancing the health and health care of Canadians. On October 26, 2004, the Government of Canada announced a new framework for equalization and TFF, which was first presented to premiers and territorial leaders at the September 2004 first ministers meeting. The new framework—covering the next 10 years and subject to review in 2009–10—will provide \$33.0 billion more in equalization and TFF payments to provinces and territories over the 2004–05 levels. The Department continues to administer the transfer programs in an efficient and accurate manner within the new framework.

The government's New Deal for Cities and Communities aims to provide long-term, reliable, and predictable funding for the benefit of municipalities. A key objective for the Department in

2004–05 in regard to the New Deal was to develop a framework for sharing federal gas tax revenues in support of environmentally sustainable infrastructure. Interdepartmental discussions on the development of a framework for sharing gas tax revenues led to recommendations for measures that were included in Budget 2005. This commitment will mean \$5.0 billion in new money for infrastructure to cities and communities over the next five years.

The Government of Canada, in partnership with provincial and territorial governments, has developed a long-term vision for support of Canada's children with measurable goals based on shared principles. A key aspect of this vision is the government's commitment to develop an Early Learning and Child Care initiative. Working primarily with Social Development Canada and other central agencies, the Department assisted in seeing this commitment reflected in Budget 2005.

### **Promoting strong, sustained global economic growth**

The Department is committed to supporting the government's goal of a clean environment that contributes to sustained economic growth. To that end, it assesses the economic and fiscal implications of environmental policy options, developed by lead departments, aimed at helping Canada meet its environmental commitments. A key commitment at the global level is respecting the obligations of the Kyoto Protocol related to reducing the level of greenhouse gas emissions in Canada.

Canada is working with the international community toward achieving the Millennium Development Goals, including that of halving poverty by 2015. With the additional \$3.4 billion in international assistance over the next five years provided in Budget 2005, Canada is on its way to meeting its goal of doubling its international assistance budget from its 2001 level by 2010.

Canada has continued to show leadership on easing the debt burdens of poor countries, thereby contributing to their growth and development. In February 2005, the Department outlined a new initiative on debt relief to address the debt burdens of the world's poorest countries.

With respect to stronger international trade, in collaboration with other concerned departments, particularly International Trade Canada, the Department continued to participate in efforts over the past year to advance Canadian interests in a number of trade initiatives. Canada's objective is to provide Canadian exporters with greater security of access to foreign markets, including the U.S., without compromising the effectiveness of trade remedies to protect Canadian producers from the injurious effects of unfairly traded goods.

### **Conclusion**

The Department continues to provide good public policy to enhance the well-being of Canadians. The Department's economic and fiscal plan will continue to generate the greatest possible growth while providing equality of opportunity to all Canadians.

This plan is in full alignment with the government's overall agenda, as outlined in *Canada's Performance 2004*—an agenda to create a fiscal, economic, social, and global advantage for Canada. Canada's performance is considered to be one of the best in the G-7. For example, since the federal government balanced the budget in 1997–98, Canada has led these industrialized

nations in job creation and per-capita living standards growth. Canada's current economic progress shows Canada is on the right path.

## Key Partners and Clients

An important component of the work conducted by the Department involves consultation and collaboration with partners in both the public and private sectors. Its primary partners and clients include the following:

**Departments, agencies, and Crown corporations**—The Department plays an active role in co-ordinating initiatives among other federal departments and agencies on issues that affect the economy, the financial sector, financial markets, and the tax system.

**Provincial and territorial governments**—The Department consults with the provinces and territories with respect to federal transfers, such as the Canada Health Transfer, Canada Social Transfer, Health Reform Transfer, and equalization and TFF.

**Financial market participants**—The Department deals with issues affecting federal financial institutions. It develops the rules and regulations that govern these institutions so they remain safe and sound and are responsive to consumers' needs. The Department also deals on an ongoing basis with a range of market participants, including banks securities, dealers, and investors, in fulfilling its responsibility for managing the public debt and international reserves.

**International economic and financial community**—The Department has a lead role in managing the country's activities related to international trade and financial and economic organizations, such as the World Bank, the World Trade Organization (WTO), the International Monetary Fund (IMF), the Organisation for Economic Co-operation and Development (OECD), the Financial Action Task Force on Money Laundering (FATF), and the Financial Stability Forum. Canada is also a member of the G-7 and the G-20.

**The government, Cabinet, and the Treasury Board**—The Department provides analysis, advice, and recommendations on economic and financial affairs. It is also responsible for providing instructions for the drafting of legislation in these areas.

**Parliament and parliamentary committees**—As the primary sponsor of bills on taxation and financial matters, the Department provides guidance as legislation makes its way through the parliamentary process.

**The public and Canadian interest groups**—The Department provides a wide range of information to the public on economic, fiscal, and tax issues. It also conducts consultations to allow Canadians to participate in a more open, broad-based consultation process.

**International trade community**—The Department plays an important role in negotiating Canada's trade arrangements with other nations and monitoring how those arrangements serve Canada's interests.

## Managing Risk

### External risk

The Department is involved in a broad range of issues and functions related to economic, security, and social policy development and implementation. Its activities are undertaken in the context of a rapidly changing, technology-driven global economy. The Department recognizes that its activities must be undertaken in the context of an economy that is increasingly intertwined with the global marketplace. Events that take place far from Canada's shores can have strong effects—both positive and negative—on Canada's economy. The Department must also manage the financial risks associated with the government's financial assets and liabilities (e.g. public debt). The Department must be ready to respond to economic and financial developments by taking prompt and decisive action to mitigate, where appropriate, their effects on the Canadian economy and fiscal framework.

The Department holds extensive consultations not only within the federal government but also with provincial governments, the private sector, and the Canadian public. It also participates in international meetings that serve as forums for exchanging views and ideas and forging consensus on measures to strengthen global economic growth, promote financial stability, and reduce poverty.

### Internal risk

The Internal Audit and Evaluation Division developed an internal audit plan that addresses all areas of higher risk and significance. The audits are selected based on their relation to the potential risks and exposures identified in a risk assessment and confirmed through interview with Internal Audit and Evaluation Committee members. The Risk-based Internal Audit Plan is then approved by the Internal Audit and Evaluation Committee.

The Risk-based Internal Audit Plan ensures an appropriate mix of audits to provide the Department's management with an objective assessment of the design and operations of management practices, control systems, and information in keeping with the government's continuous management improvement program and accountability for results.

Please refer to Table 12, "Response to Parliamentary Committees, Audits, and Evaluations for 2004–05."

## **Department of Finance Canada Crosswalk from Business Lines to Program Activity Architecture**

In the *2004–05 Report on Plans and Priorities*, the Department of Finance Canada provided its planning information using business lines based on the Planning, Reporting and Accountability Structure (PRAS). In the spring of 2004, the Treasury Board of Canada Secretariat embarked on a process to modernize its management of government expenditures through the Management, Resources and Results Structure (MRRS). With the MRRS, the basis for displaying and reporting information has shifted from the old business lines structure to the program activity architecture (PAA). Since the Department of Finance Canada has made progress in managing and reporting against the PAA, this new structure is being used to report performance in this report. The following is a crosswalk from the old business lines to the new PAA to explain the changes in the Department's reporting structure.

Program Activities (\$ thousands)											
Business Lines	Tax Policy	Economic and Fiscal Policy	Financial Sector Policy	Economic Development and Corporate Finance	Federal-Provincial Relations and Social Policy	International Trade and Finance	Public Debt	Domestic Coinage	Transfer Payments to Provinces and Territories	International Financial Organizations	Total
Policies and Advice											
Main Estimates	18,131	8,514	8,441	4,791	6,219	8,816					54,912
Planned Spending	18,131	8,514	8,441	4,791	6,219	8,816					54,912
Total Authorities	18,882	8,919	9,019	4,997	6,499	9,154					57,470
Actual Spending	18,049	9,074	8,279	8,437	6,645	8,206					58,690
Corporate Administration											
Main Estimates	11,591	5,443	5,396	3,063	3,976	5,636				—	35,105
Planned Spending	11,591	5,443	5,396	3,063	3,976	5,636				—	35,105
Total Authorities	13,562	6,369	6,314	8,984	4,652	6,595				734,752	781,228
Actual Spending	13,845	6,502	6,446	3,659	4,749	6,732				734,752	776,685
Interest and Other Costs											
Main Estimates							36,083,000				36,083,000
Planned Spending							35,283,000				35,283,000
Total Authorities							33,772,500				33,772,500
Actual Spending							33,772,500				33,772,500
Canada Investment and Savings											
Main Estimates							117,000				117,000
Planned Spending							117,000				117,000
Total Authorities							97,446				97,446
Actual Spending							97,446				97,446
Domestic Coinage											
Main Estimates								48,000			48,000
Planned Spending								64,600			64,600
Total Authorities								63,993			63,993
Actual Spending								63,993			63,993
Transfer Payments											
Main Estimates									31,555,000		31,555,000
Planned Spending									30,600,000		30,600,000
Total Authorities									37,779,444		37,779,444
Actual Spending									37,746,615		37,746,615
International Financial Organizations											
Main Estimates										1,248,895	1,248,895
Planned Spending										1,248,895	1,248,895
Total Authorities										1,581,772	1,581,772
Actual Spending										719,306	719,306

Program Activities (\$ thousands)									
Business Lines	Tax Policy	Economic and Fiscal Policy	Financial Sector Policy	Economic Development and Corporate Finance	Federal-Provincial Relations and Social Policy	International Trade and Finance	Public Debt	Domestic Coinage	Total
Special Projects									
Main Estimates									
Planned Spending									
Total Authorities		74,572							74,572
Actual Spending		6,000							6,000
<b>TOTAL</b>									
Main Estimates	29,722	13,957	13,837	7,854	10,195	14,452	36,200,000	48,000	1,248,895
Planned Spending	29,722	13,957	13,837	7,854	10,195	14,452	35,517,000	64,600	1,248,895
Total Authorities	32,445	15,288	89,905	13,981	11,151	15,748	33,869,946	63,993	2,316,524
Actual Spending	31,893	15,576	20,725	12,096	11,394	14,394	33,869,946	63,993	1,454,058
									73,241,234

## Section II—Analysis of Performance by Strategic Outcome

### Strategic Outcome

To create a fiscal, economic, social, and global advantage for Canada by providing appropriate policies and sound advice with respect to economic, social, and financial conditions and to the government's overall agenda.

The Department continues to work to maintain a balanced approach that will ensure a sustainable fiscal structure, encourage a more productive, competitive, and dynamic Canada, and support and sustain Canadian society. This approach has produced real benefits for Canadians: Canada had a strong, vibrant, and growing economy that is a leader among major industrialized nations. It has allowed the government to make real progress in creating an environment that fosters productivity growth through corporate tax reductions, investments in infrastructure and skills training, and the creation of one of the most generous tax regimes in the world in support of research and development. These initiatives will allow Canada to actively participate in the increasingly competitive global marketplace.

### Performance measurement and reporting framework

The chart below links the Department's outputs (i.e. the goods and services that it produces) to its strategic outcome. It shows the difference that the Department makes in the lives of Canadians. More detailed performance information relating to the Department's strategic outcome is presented in the following program activity section.

<b>ACTIVITIES</b> How the Department carries out its work	<ul style="list-style-type: none"> <li>• Tax Policy</li> <li>• Economic and Fiscal Policy</li> <li>• Financial Sector Policy</li> <li>• Economic Development and Corporate Finance</li> <li>• Federal-Provincial Relations and Social Policy</li> <li>• International Trade and Finance</li> <li>• Public Debt</li> <li>• Domestic Coinage</li> <li>• Transfer Payments to Provinces and Territories</li> <li>• International Financial Organizations</li> </ul>
<b>OUTPUTS</b> The goods and services that the Department produces	<ul style="list-style-type: none"> <li>• Information and advice to support the fiscal framework produced in accordance with professional standards and quality management systems (e.g. <i>The Fiscal Monitor</i> and annual financial reports of the Government of Canada)</li> <li>• International agreements and communiqués on economic and fiscal policy issues</li> <li>• Negotiations and consultations undertaken in a fair, open, and transparent manner</li> <li>• Payments to provinces and territories</li> <li>• The annual federal budget and economic and fiscal updates</li> </ul>

	<p>Debt programs delivered transparently and efficiently</p> <ul style="list-style-type: none"> <li>• Legislation, regulations, and economic documents</li> </ul>
<p><b>IMMEDIATE OUTCOMES</b></p> <p>The Department's role is supported and maintained</p>	<ul style="list-style-type: none"> <li>• Clients and stakeholders view information and advice as relevant and useful</li> <li>• Issues of national or international scope are advanced in light of opinions and recommendations put forward</li> </ul>
<p><b>INTERMEDIATE OUTCOMES</b></p> <p>Economic and fiscal climate is improved</p>	<ul style="list-style-type: none"> <li>• Reduced national debt and debt costs</li> <li>• Low-inflation environment</li> <li>• A fairer, more efficient, and competitive tax system</li> <li>• Altered target debt structure to lower future debt costs and adjusted debt programs to maintain well-functioning markets</li> <li>• Increased level of research and development</li> <li>• Increased competition in the financial sector</li> <li>• Effectiveness of measures to combat money laundering and terrorist financing</li> <li>• Progress on international financial and economic reforms</li> <li>• Well-functioning capital markets</li> <li>• Efficient system of transfers to the provinces and territories</li> <li>• Increased assistance to Canadians in upgrading their skills</li> <li>• Better understanding abroad of Canada's trade and investment interests</li> <li>• Increased efforts to promote sustainable development</li> </ul>
<p><b>STRATEGIC OUTCOME</b></p> <p>To create a fiscal, economic, social, and global advantage for Canada</p>	<ul style="list-style-type: none"> <li>• Canada is positioned to capitalize on domestic and global economic opportunities with a competitive macroeconomic and tax environment, innovation, and human, and financial capital</li> <li>• Canadians have the skills and knowledge needed for the knowledge-based economy</li> <li>• Key social programs and the values they represent help to support and sustain Canadian society and to bolster Canada's economic advantage</li> <li>• Canada's trade and investment interests are advanced internationally</li> <li>• Canada is able to benefit from a stable international economic and financial environment and reduced global poverty through effective multilateral interventions</li> </ul>

## Program Activities

### 1) Tax Policy

Financial resources: (\$ thousands)

Planned Spending	Authorities	Actual Spending
29,722	32,445	31,893

Human resources: FTEs

Planned	Actual	Difference
270	256	14

The Tax Policy program activity develops and evaluates federal taxation policies and legislation regarding income, sales, and excise taxes. The Tax Policy Branch works closely with the Canada Revenue Agency, which is responsible for the administration of federal taxes, as well as with the Canada Border Services Agency. The Branch also closely collaborates with other departments that have programs and policies that contribute to the economic and social well-being of Canada (e.g. Human Resources and Skills Development Canada, Social Development Canada, Industry Canada, Natural Resources Canada, Health Canada, Canadian Heritage, and the Department of Justice Canada). Officials also work closely with their provincial and territorial counterparts.

### Expected results

#### ***1. A fair, efficient, and competitive tax system***

A fair, efficient, and competitive tax system helps to improve the productivity and competitiveness of Canada and thus contributes to the Department's goal of a fiscal advantage for Canada.

In 2004–05, the Department implemented a number of measures designed to further this goal. These included measures previously announced in Budget 2000, the 2000 *Economic Statement and Budget Update*, Budget 2003, and Budget 2004 that were scheduled to take effect in 2004–05, as well as new measures announced in Budget 2005.

#### ***Implementing previously announced measures***

The \$100-billion Five-Year Tax Reduction Plan announced in 2000, as well as subsequent budgets, introduced a number of measures to improve the fairness, efficiency, and competitiveness of the tax system.

For 2004, for example, the tax bracket thresholds rose to \$35,000, \$70,000, and \$113,804, respectively. These increases went beyond the amounts necessary due to indexation. Furthermore, on July 1, 2004, as set out in the Five-Year Tax Reduction Plan, the income threshold at which the National Child Benefit (NCB) was fully phased out and the Canada Child Tax Benefit (CCTB) base benefit began to phase out increased to \$35,000, and the phase-out rate of the CCTB base benefit was reduced to 4.0 per cent from 5.0 per cent (to 2.0 per cent from 2.5 per cent for families with one child).

By 2004–05, under the Five-Year Tax Reduction Plan and Budget 2003, federal personal income taxes had been reduced by more than 21 per cent on average and by more than 27 per cent for families with children.

Specifically, the effect of actions taken since 2000 on net taxes paid by typical families is as follows:

- A typical two-earner family of four with a combined income of \$60,000 pays \$1,984 less net federal income tax—a savings of about 35 per cent.
- A typical one-earner family of four with an income of \$40,000 pays \$2,003 less net federal income tax—a savings of about 60 per cent.
- A typical single parent with one child and an income of \$25,000 receives additional net benefits of \$1,139.

In the most recent edition of its publication *Revenue Statistics* (2004), the OECD shows that Canada's personal income tax burden (measured as a percentage of GDP) fell from 13.1 per cent in 2000 to 11.9 per cent in 2002. This decline reflects, in part, the effect of personal income tax rate relief introduced in the Five-Year Tax Reduction Plan.

#### *New measures in 2004–05*

Budget 2005, which was tabled in the House of Commons on February 23, 2005, proposed additional tax relief for individuals, with most of the benefits going to low- and modest-income Canadians.

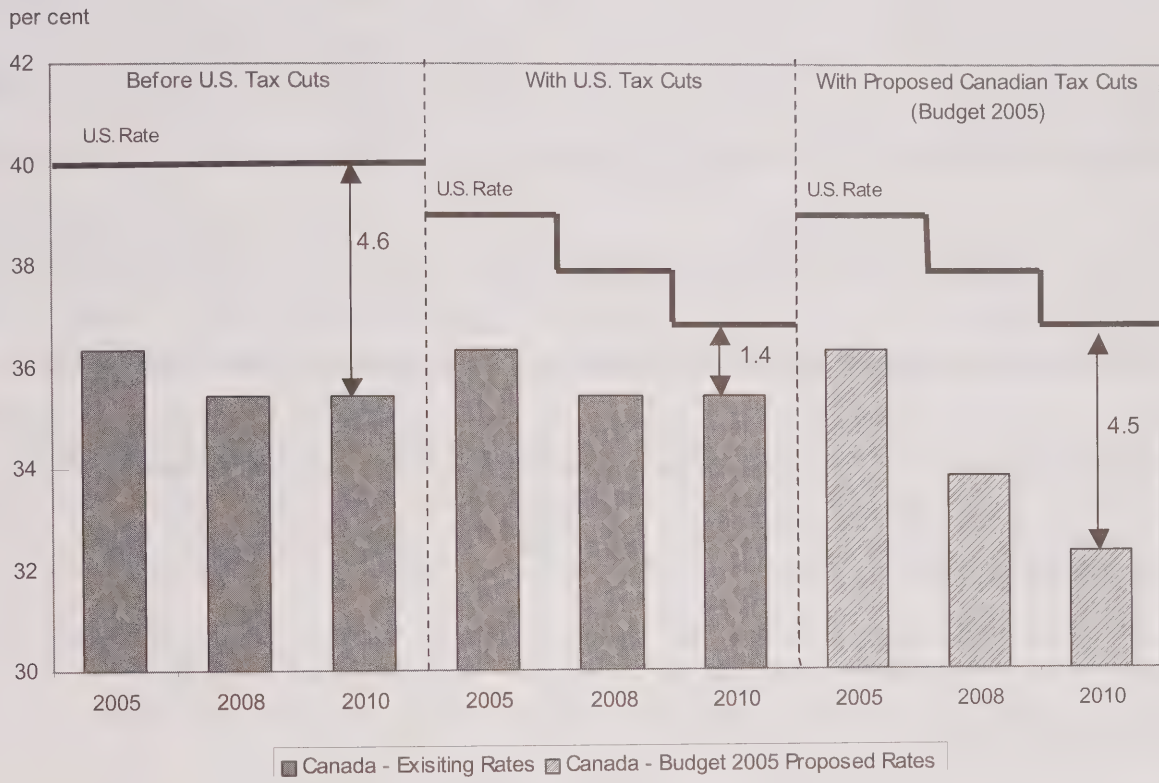
The amount of income that all Canadians may earn without paying federal income tax will increase to \$10,000 by 2009, starting with a gradual phase-in in 2006. As a result, 860,000 taxpayers will be removed from the tax rolls, including about 240,000 seniors. In addition, over 70 per cent of the tax relief will go to those earning less than \$60,000 per year. Budget 2005 also supports savings and investment by increasing the registered retirement savings plan (RRSP) annual contribution limit to \$22,000 in 2010 and making corresponding increases for employer-sponsored registered pension plans (RPP). These changes are described in detail under the second expected result, "A tax system that promotes jobs, growth, entrepreneurship, and innovation."

Budget 2005 makes the tax system fairer, notably by improving tax assistance for persons with disabilities. It acts on the recommendations of the Technical Advisory Committee on Tax Measures for Persons with Disabilities (TAC). These changes are described under expected result 6, "Enhance tax fairness for persons with disabilities." In addition, Budget 2005 proposed that clearly marked Emergency Medical Services vehicles be treated similarly to emergency fire and police vehicles in determining the taxable benefit to employees for personal driving.

The Five-Year Tax Reduction Plan also established a Canadian corporate tax rate advantage for investment to promote productivity and economic growth. Due to recently legislated corporate tax reductions in the U.S., Canada's advantage would be significantly diminished. In order to maintain this advantage, Budget 2005 proposed to reduce the general corporate income tax rate to 19.0 per cent from 21.0 per cent by 2010 and eliminate the corporate surtax in 2008. The

elimination of the corporate surtax is equivalent to a 1.12-percentage-point reduction in corporate income tax rates. Although these proposals were not fully implemented in the *Budget Implementation Act, 2005*, the government has announced its intention to table legislation to give full effect to this measure.

**Chart 1: Corporate Tax Rates in Canada and the U.S.—Manufacturing Income<sup>2</sup>**



In addition to competitive statutory tax rates, other aspects of the tax structure affect the tax system's contribution to growth in productivity and standard of living. Accordingly, Budget 2005 proposed modifications to capital cost allowance rates to better reflect useful life. These changes are described in detail in expected result 2, "A tax system that promotes jobs, growth, entrepreneurship, and innovation."

The Department continued to review, improve, and expand the tax treaty network, consistent with the objective of promoting a fair and competitive tax system. As a result, Bill S-17—which implemented agreements, conventions, and protocols between Canada and Gabon, Ireland, Armenia, Oman, and Azerbaijan—received first reading in October 2004 and Royal Assent in March 2005.

2. Combined average federal-provincial and federal-state income tax rates for manufacturing income, including capital tax equivalents. The Canadian federal income tax rate for manufacturing and processing (M&P) income is the same as the general rate, while some provinces have a reduced income tax rate on M&P income. These rates do not include changes made by provinces in their 2005 budgets.

As planned, the Department has taken steps toward the negotiation of tax information exchange agreements with selected jurisdictions. After consultation with the Canada Revenue Agency, priority jurisdictions were identified and contacted. A firm expression of interest was received from one of these jurisdictions, and it is expected that negotiations will begin at a mutually convenient time in the near future. Meanwhile, the Department will continue to approach the other priority jurisdictions.

To improve the efficiency of the tax system, the Department has been seeking to renew the tax collection agreements between the federal government and participating provinces and territories. As of March 31, 2005, 9 of the 12 agreements were signed. In addition, an agreement to implement the single administration of federal and Ontario corporate income taxes will be concluded as soon as possible.

As part of this same thrust, the Department has been engaged in negotiations with First Nations communities with a view to entering into tax administration and sharing agreements. As a result, eight self-governing Yukon First Nations communities have introduced personal income taxes on all residents of their settlement lands pursuant to the negotiation of a personal income tax administration and sharing agreement with Canada. A ninth agreement was negotiated in 2004.

Similarly, the Department has also been negotiating agreements with respect to sales taxes with First Nations communities. On July 1, 2004, Canada entered into sales taxation agreements to allow nine self-governing Yukon First Nations communities to impose a First Nations goods and services tax that would be applicable on all of the goods and services that are subject to the GST within their settlement lands.

Parallel to these initiatives, the Department has been facilitating tax arrangements between provincial governments and First Nations communities. Parliament enacted legislation to facilitate the establishment of sales tax arrangements between the Government of Quebec and interested Indian bands situated in Quebec.

## ***2. A tax system that promotes jobs, growth, entrepreneurship, and innovation***

An essential part of maintaining an economic advantage for Canada is a tax system that promotes jobs, growth, entrepreneurship, and innovation. Several improvements to the tax system have been made in this regard.

### ***Implementing previously announced measures***

Several measures from Budget 2003 and Budget 2004 were implemented in 2004–05. For example, Budget 2003 announced additional support for small businesses through a phased-in increase in the small business deduction from \$200,000 to \$300,000. Budget 2003 also announced the phase-out of the federal capital tax, such that this tax would be eliminated for small- and medium-sized businesses in 2004 and for all businesses by 2008. In addition, Budget 2004 accelerated the increase in the small business deduction announced in Budget 2003.

### ***New measures in 2004–05***

To better meet the retirement savings needs of Canadians, assist employers in providing competitive compensation packages to attract and retain skilled workers, and improve the tax

treatment of savings to support investment, productivity, and economic growth, Budget 2003 increased RPP and RRSP annual dollar contribution limits in steps to \$18,000 by 2005 and 2006 respectively, with corresponding increases in the maximum pension limit per year of service for defined benefit RPPs to \$2,000 by 2005.

Budget 2005 proposed further increases in the RPP and RRSP limits. The RRSP dollar contribution limit will be increased to \$22,000 by 2010, with corresponding increases in the limits for RPPs. The limits will be indexed to average wage growth for subsequent years. The new limits are set out below.

	2005	2006	2007	2008	2009	2010	2011
(dollars)							
<b>Money Purchase RPPs</b>							
<i>(annual contribution limit)</i>							
Budget 2003	18,000	indexed					
Budget 2005	18,000	19,000	20,000	21,000	22,000	indexed	
<b>Defined Benefit RPPs</b>							
<i>(maximum pension benefit per year of service)</i>							
Budget 2003	2,000	indexed					
Budget 2005	2,000	2,111	2,222	2,333	2,444	indexed	
<b>RRSPs</b>							
<i>(annual contribution limit)</i>							
Budget 2003	16,500	18,000	indexed				
Budget 2005	16,500	18,000	19,000	20,000	21,000	22,000	indexed

Note: The RPP limits are based on current-year earnings; the RRSP limits are based on prior-year earnings. Accordingly, the RRSP limits are lagged one year behind the corresponding RPP limits.

Bill C-33, which was adopted by the House of Commons in February 2005 and is expected to receive Royal Assent in May 2005, amends the *Income Tax Act* to allow part-time students to claim the education tax credit for education related to current employment when the costs are not reimbursed by their employers. The change is effective for the 2004 and subsequent taxation years. In addition, Department officials worked closely with officials from Human Resources and Skills Development Canada (HRSDC) and the Department of Justice Canada in the drafting of Bill C-5, which introduced the Canada Learning Bond and enhanced Canada Education Savings Grant programs delivered by HRSDC. Bill C-5 received Royal Assent in December 2004.

Budget 2005 proposed a number of corporate tax changes that promote jobs, growth, entrepreneurship, and innovation. In addition to the reduction in the general corporate income tax rate to 19.0 per cent from 21.0 per cent by 2010 and the elimination of the corporate surtax in 2008 described above, the budget proposed changes to align capital cost allowance rates with the useful life of assets:

- The rate applying to combustion turbines that generate electricity was increased from 8.0 to 15.0 per cent.
- The rate for electricity transmission and distribution assets was increased from 4.0 to 8.0 per cent.
- The rate for cables used for telecommunications infrastructure was increased from 5.0 to 12.0 per cent.
- The rate for oil and gas transmission pipelines was increased from 4.0 to 8.0 per cent, and a 15-per-cent capital cost allowance rate was set for compression and pumping equipment on such pipelines.

Budget 2005 also proposed to extend the scientific research and experimental development (SR&ED) program tax incentives to include expenditures incurred in the performance of SR&ED after February 22, 2005, in the area within 200 nautical miles from the Canadian coastline and outside the 12-nautical-mile territorial sea (this area is commonly known as Canada's exclusive economic zone). This measure can also lead to higher productivity growth. Bill C-43, which enacted these measures, is expected to receive Royal Assent in June 2005.

Budget 2005 also promotes growth by proposing to allow members of agricultural co-operatives to defer paying tax on patronage dividends they receive in the form of shares until the shares are disposed of.

### ***3. Support for the continuing renewal of the Canadian health care system***

A key element of the social advantage for Canada is a strengthened health care system. The 2003 budget announced a review of the rebate of the GST and the federal component of the HST for health care to assess and improve its application with respect to health care functions that have moved outside of hospitals. Further to extensive consultations with provincial and territorial governments, the 2005 budget proposed the extension of the application of the 83-per-cent GST/HST rebate to eligible non-profit health care facilities that provide services previously performed in hospitals. This measure, is expected to receive Royal Assent in June 2005, will result in a rebate system that is more neutral with respect to provinces' decisions to devolve services traditionally provided in a hospital setting and will therefore support provincial efforts to streamline the delivery of non-profit health care services.

### ***4. Support to communities***

Improved municipal infrastructure contributes to the social advantage of Canada. To contribute to the goals of ensuring that Canada's communities have reliable and predictable long-term funding and to provide more effective program support for pressing infrastructure and social priorities in communities, the rebate of the GST and the federal component of the HST for municipalities was increased to 100 per cent from 57.14 per cent, effective February 1, 2004. The legislation to implement the 100-per-cent GST/HST rebate was included in the *Budget Implementation Act, 2004*. Once the budget legislation was enacted in May 2004, the incremental rebate amounts could be paid to municipalities.

Bill C-33—which included changes to the *Income Tax Act* to improve the regulation of registered charities through a new compliance regime, a more accessible appeal regime, and

more transparency and accessibility of information—is expected to receive Royal Assent in May 2005.

### **5. Increase support for families with children**

Increasing support for families with children enhances Canada's social advantage. With changes implemented under the Five-Year Tax Reduction Plan and Budget 2003, the maximum annual CCTB benefit for a first child under age 7 reached \$2,958 as of July 2004. Further legislated increases in the NCB supplement component of the CCTB include increases of \$185 per child in July 2005 and \$185 per child in July 2006, in addition to indexation. With these increases, by 2007, the maximum annual CCTB benefit for a first child under age 7 will have doubled from its 1996 level. These NCB supplement enrichments are enabling provinces to replace basic child benefits provided under social assistance for the vast majority of children in Canada, thereby helping poor families move into the labour market and escape welfare dependency.

The effect of federal investments on low-income families with children in Canada, together with the actions of provincial and territorial governments, is the subject of annual reporting in the federal-provincial-territorial *National Child Benefit: Progress Report*, available at <http://www.nationalchildbenefit.ca/>.

### **6. Enhance tax fairness for persons with disabilities**

One characteristic of Canada's social advantage is the way in which the tax system treats those with disabilities. An evaluation of the Disability Tax Credit (DTC) was performed and published as part of the 2004 *Tax Expenditures and Evaluations* publication. It found that data suggests the DTC is reaching its target population but that better information is required to assess whether the DTC dollar amount is set at the right level.

Budget 2004 acted on an early proposal of the TAC to reduce barriers to employment and education by creating a disability supports deduction. As a result of this deduction, income used to pay for disability supports incurred for employment or education are not be taxed and do not affect income-tested benefits.

Budget 2004 also increased tax fairness for caregivers by allowing them to claim more of the disability-related and medical expenses they incur on behalf of dependants.

Bill C-33, which included changes to the *Income Tax Act* to implement these measures, is expected to receive Royal Assent in May 2005.

Budget 2005 acted on the final recommendations of the TAC that were published in the Committee's report in December 2004. The report is available at <http://www.disabilitytax.ca/main-e.html>. The proposals, most of which are effective for the 2005 taxation year, include measures:

- extending eligibility for the DTC to individuals who face multiple restrictions that together have a substantial impact on their everyday lives;
- extending the DTC to more individuals requiring extensive life-sustaining therapy on an ongoing basis;

- expanding the list of expenses eligible for the disability supports deduction, which was introduced in Budget 2004;
- increasing the maximum amount of the refundable medical expense supplement to \$750; and
- increasing the maximum annual Child Disability Benefit to \$2,000 per child.

Taken together, these and other measures will increase tax relief for persons with disabilities and their caregivers by \$105.0 million in 2005–06, growing to \$120.0 million by 2009–10.

In addition, Budget 2005 proposes to double, to \$10,000, the maximum amount of medical- and disability-related expenses that caregivers can claim on behalf of their dependants.

### ***7. Support for Canadians to upgrade their skills and learning***

As part of Canada's social advantage and to succeed in the knowledge-based economy, it is important to have highly skilled, innovative workers.

Bill C-33, which was adopted by the House of Commons in February 2005 and is expected to receive Royal Assent in May 2005, amends the Income Tax Act to allow part-time students to claim the education tax credit for education related to current employment, when the costs are not reimbursed by their employers. The change is effective for the 2004 and subsequent taxation years.

Officials from the Department of Finance Canada, worked closely with officials from Human Resources and Skills Development Canada (HRSDC) and the Department of Justice Canada in the drafting of Bill C-5, which received Royal Assent in December 2004, and of the regulations stemming from the bill that will govern the Canada Learning Bond (CLB) and enhanced Canada Education Savings Grant (CESG) programs, which will be delivered by HRSDC. Both programs will become operational on July 1, 2005, and CLB entitlements accumulated since January 2004 and eligible contributions made to Registered Educational Savings Plans (RESPs) since January 2005 attract the enhanced CESG.

### ***8. Contribute to the government's implementation strategy for meeting commitments under the Kyoto Protocol***

Improving and sustaining Canada's standard of living and quality of life in an increasingly competitive and integrated global economy continue to be key departmental objectives.

In support of the government's climate change objectives, Budget 2005 proposed to further accelerate the capital cost allowance (CCA) rate from 30.0 per cent to 50.0 per cent for certain high-efficiency co-generation equipment and the full range of renewable energy generation equipment currently included in Class 43.1 CCA (including wind turbines, small hydro facilities, active solar heating equipment, photovoltaics, and geothermal energy equipment). This increased rate will apply to equipment acquired during the next seven years. The effectiveness of the measure will be reviewed at the end of that period.

Budget 2005 also proposed to extend the range of equipment eligible for Class 43.1 CCA treatment to certain district energy and biogas production systems. Qualifying start-up expenses

of projects using these additional technologies will be eligible for treatment as Canadian Renewable and Conservation Expenses.

The budget also indicated that new accelerated CCA will only be considered for investments in green technology.

Budget 2005 indicated that opportunities to use the tax system to advance environmental goals will continue to be actively considered. The Budget Plan set out a framework intended to facilitate dialogue and foster a shared understanding of policy considerations that may be taken into account as proposals are developed and assessed. The government also asked the National Round Table on the Environment and the Economy to consult and make recommendations with respect to options for a vehicle feebate, with a view to encouraging Canadians to acquire more environmentally friendly vehicles.

During the year, officials from the Department also participated in discussions with respect to the tax treatment of transactions under a proposed emissions trading system, which is being developed to reduce greenhouse gas emission intensities.

### ***9. More efficient and secure borders***

As part of the goal of a global advantage for Canada, the Air Travellers Security Charge (ATSC) is designed to fund the cost of enhanced air travel security. Consistent with the government's commitment to ensure that revenue from the ATSC remains in line with costs for the enhanced air travel security system, Budget 2005 presented a review of the charge (<http://www.fin.gc.ca/budget05/bp/bpa7e.htm>) and proposed rate reductions effective March 1, 2005, as follows: to \$10 from \$12 for domestic round-trip air travel; to \$8.50 from \$10 for transborder flights; and to \$17 from \$20 for other international flights. The rate reductions will be enacted in Bill C-43, which is expected to receive Royal Assent in June 2005. The review included the results of the audit report from the Auditor General of Canada released on November 17, 2004. The ATSC will continue to be reviewed over a five-year period. Future audit reports from the Auditor General of Canada will continue to be considered as part of the review process.

## 2) Economic and Fiscal Policy

Financial resources: (\$ thousands)

Planned Spending	Authorities	Actual Spending
13,957	15,288	15,576

Human resources: FTEs

Planned	Actual	Difference
129	129	—

The Economic and Fiscal Policy program activity develops the government's fiscal framework and provides advice to the government to promote sustained economic growth. This ensures that Canada is in the best position to capitalize on both domestic and global economic opportunities.

In preparing the fall economic and fiscal update, the Department conducts a survey of private sector forecasters and meets with the chief economists of the major chartered banks and four major private sector economic forecasting firms to agree on a set of economic assumptions, which are used to develop five-year fiscal projections.

In preparing the budget, the fiscal projections are updated by the Department for the current fiscal year and for each of the next five years based on the results of the Department's most recent survey of 20 private sector forecasters.

### Expected results

#### 1. Prudent fiscal planning framework

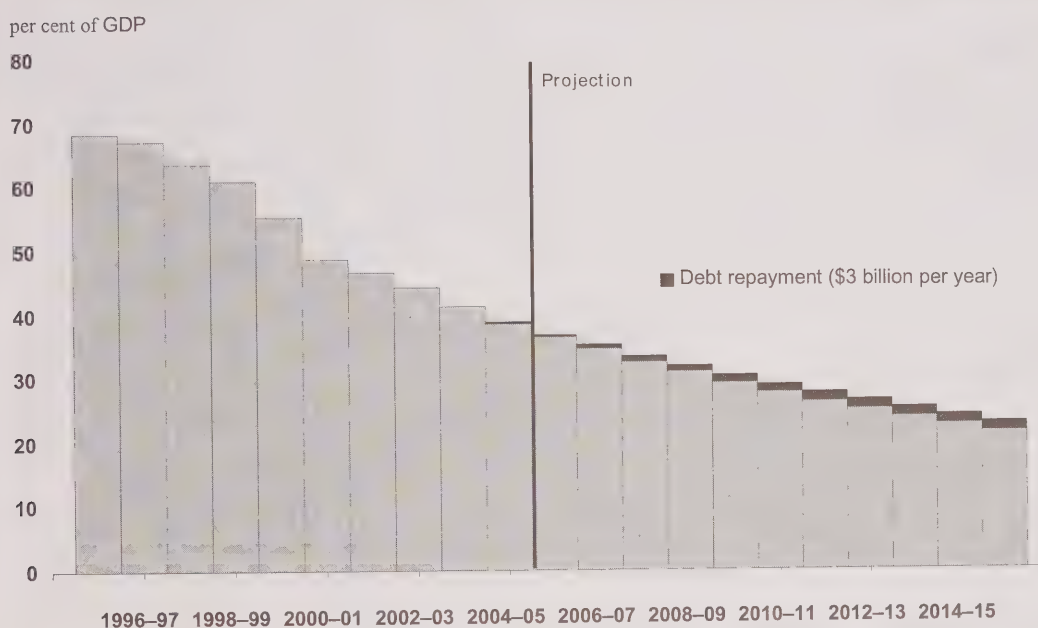
The Department is committed to prudent financial management, including delivering balanced budgets or better, reducing the burden of the federal debt, and improving expenditure efficiency. This result supports the Department's priority of a sustainable fiscal structure. Maintaining a prudent fiscal framework allows the government to reduce the amount of money that it must spend paying interest on its debt, which frees resources that can be used to address the priorities of Canadians. It reduces Canada's vulnerability to external economic shocks that drive up interest rates, and it provides flexibility to the government to address the pressures of an aging society.

Following a \$9.1-billion surplus in 2003–04, the federal government is expecting balanced budgets or better in 2004–05 and in each of the next five fiscal years. The 2004–05 fiscal year will thus mark the eighth consecutive balanced budget achieved by the Government of Canada, the first time this has happened since Confederation.

According to OECD estimates, Canada was the only G-7 country to record a total government fiscal surplus in each of the past three years, and it is expected to be the only G-7 country to do so in 2005–06.

The federal debt has declined steadily since 1996–97. This, combined with Canada's strong economic growth, has resulted in a significant decline in the federal debt-to-GDP ratio, from its peak of 68.4 per cent in 1995–96 to an estimate of 38.8 per cent in 2004–05. The government is committed to keeping this ratio on a downward track. It is estimated that the federal debt-to-GDP ratio will decline to about 30 per cent in 2009–10. Budget 2005 also reaffirmed the objective to lower this ratio to 25.0 per cent by 2014–15. The following chart shows the historical path and the projections of the federal debt-to-GDP ratio. Further information on the government's fiscal performance can be found in the *Annual Financial Report of the Government of Canada* (<http://www.fin.gc.ca/purl/afr-e.html>).

### Federal Debt-to-GDP Projections (Accumulated Deficit—Public Accounts Basis)



The Cabinet Committee on Expenditure Review has identified cumulative savings totalling almost \$11 billion over the next five years. These savings have been reinvested in core responsibilities of the government.

One of the key challenges of the fiscal-planning framework is to provide accurate economic and fiscal forecasts. To this end, the government commissioned a third-party review of its economic- and fiscal-forecasting methods. The report, which will include recommendations, is expected to be publicly released in June 2005 (see [http://www.fin.gc.ca/toce/2005/oneil\\_e.html](http://www.fin.gc.ca/toce/2005/oneil_e.html)). The Department will do its best in coming years to implement the recommendations of the report, notably those relating to improving transparency of information and the quality and analysis of data.

## 2. Policy options that promote long-term economic growth

This result supports the Department's priority of a more productive, competitive, and dynamic Canada by providing analysis and advice on policy options that promote long-term economic growth. Sound economic policies enable the Canadian economy to perform well despite various economic shocks. Combined with a sustainable fiscal structure, the policy of targeting low

inflation has allowed policy-makers to lower interest rates in order to support the Canadian economy when it was hit by a series of significant shocks in 2003 and 2004. Lower interest rates provide strong support to interest-sensitive sectors, such as housing, consumer spending, and business investment.

Adjusting to the rapid appreciation of the Canadian dollar was a major challenge for the Canadian economy in 2003 and 2004, particularly for Canadian exporters. Counterbalancing the effect of the higher dollar on the economy, Canada's policy of low and stable inflation has helped to support domestic demand by maintaining low interest rates. The following chart shows how interest rates have fallen to very low levels.

### Bond and Mortgage Rates



Source: Statistics Canada

Despite the effect of the stronger dollar, the Canadian economy grew at a relatively robust pace of 2.9 per cent in 2004. In its spring 2005 *World Economic Outlook*, the IMF projected Canada's real GDP growth to be 2.8 per cent in 2005 and 3.0 per cent in 2006, second only to the U.S. among G-7 countries in both years.

Showing its resilience, the Canadian economy also created 226,300 net new jobs in 2004, all of which were full-time.

The risks to the Canadian economy are largely external, relating to sustained U.S. fiscal deficits and current account imbalances. The deterioration of the U.S. fiscal situation could put upward pressure on U.S. and Canadian interest rates and dampen growth in the two countries. Moreover, continued pressure on the U.S. current account adds to the risk of substantial U.S. dollar depreciation. This could also mean additional Canadian dollar appreciation, which would pose further challenges to Canadian exporters. The Department will continue to provide advice and support sound economic policies to help maintain economic growth and prosperity in the face of these external shocks.

### 3) Financial Sector Policy

Financial resources: (\$ thousands)

Planned Spending	Authorities	Actual Spending
13,837	89,905	20,725

Human resources: FTEs

Planned	Actual	Difference
133	114	19

The Financial Sector Policy program activity is responsible for providing analysis on Canada's financial sector and on the regulation of federally chartered financial institutions (banks, trust companies, insurance companies, credit unions, and other financial institutions). It also manages the government's borrowing program and provides support to the minister regarding Crown corporation borrowing and financial market policy.

#### Expected results

##### ***1. Sustainability of the Canada Pension Plan***

Bill C-3, *An Act to amend the Canada Pension Plan and the Canada Pension Plan Investment Board Act*, came into force on April 1, 2004. All remaining CPP assets currently managed by the Government of Canada are being transferred to the CPP Investment Board over a three-year period ending April 30, 2007. The assets include a cash operating balance and a portfolio of long-term, mostly provincially issued, bonds. At March 31, 2005, the total estimated market value of the assets to be transferred was \$22.1 billion.

The operating balance, comprising about \$2.8 billion as at March 31, 2005, will be transferred to the CPP Investment Board in 12 equal monthly payments that began in September 2004. The bond portfolio (totalling \$19.3 billion as at March 31, 2005) is being transferred over a three-year period that began on May 1, 2004.

The CPP Investment Board is mandated to maximize investment returns without undue risk of loss in the best interests of CPP members. It is expected to improve the investment performance of the assets by managing them within a diversified portfolio of higher-earning market investments in a similar fashion to other large public pension plans in Canada.

##### ***2. A regulatory framework that creates an environment for a financial services sector that is internationally competitive, safe and sound, and responsive to business and consumer needs and for financial markets that meet the needs of the issuers and providers of capital***

The Department advises and develops policy, legislation, and regulations to support a leading-edge financial services sector and to achieve a more productive, competitive, and dynamic Canada. Examples of key initiatives follow.

### *Implementation of an efficient policy framework for the financial services sector*

Pursuant to the passage of Bill C-8, *An Act to establish the Financial Consumer Agency of Canada and to amend certain Acts in relation to financial institutions*, in the fall of 2001, about 140 regulations were steered through the regulatory process and passed by March 31, 2004. This was achieved through effective co-ordination, preparation, and review of the regulations with the Department of Justice Canada and the Privy Council Office, as well as through consultations with outside stakeholders. During the 2004–05 fiscal year, the *Related Party of a Retail Association Regulations*, required for the full implementation of increased organizational flexibility for the financial co-operative sector, were approved. The *Administrative Monetary Penalties Regulations*, finalizing the implementation of the administrative framework for the Office of the Superintendent of Financial Institutions (OSFI), were pre-published and will be presented for final approval soon.

The *Canada Business Corporations Act* (CBCA) generally serves as a reference point for the governance rules in the federal financial institutions legislation. The governance regime in the existing CBCA underwent a round of changes in 2001 under Bill S-11. The Department released a discussion paper on January 31, 2003, outlining proposals relating to Bill S-11 follow-up changes, as well as policyholder governance proposals. The Department also conducted extensive consultations with interested stakeholders. Budget 2005 announced the upcoming introduction of legislation to reform the governance framework of the federal financial institutions statutes. Bill C-57, *An Act to amend certain Acts in relation to financial institutions*, is expected to be introduced in June 2005.

The four principal acts that govern financial sector regulation, the *Bank Act*, the *Insurance Companies Act*, the *Trust and Loan Companies Act*, and the *Cooperative Credit Associations Act*, are subject to a five-year review cycle. The next review, including bringing into force the new legislation, must occur by October 2006. As a result, as part of Budget 2005, the Government of Canada announced the launch of a consultation process seeking the views of stakeholders and Canadians to refine the current framework to increase legislative and regulatory efficiency, improve consumer protection, and adapt it to new developments. Views on the issues raised and any other relevant matters were to be sent to the Department of Finance Canada by June 1, 2005. The government will develop and release a white paper in the fall.

In June 2003, the government released its response to the House of Commons and Senate committee reports regarding bank mergers and the public interest. The response document posed a number of policy questions relating to competition and consolidation in the financial services sector in Canada. The consultation period closed at the end of December 2003, and the submissions received have been reviewed. The Minister of Finance has met with chief executive officers of large banks, other stakeholders, and members of the opposition parties. A policy paper is expected to be released in due course.

In Budget 2005, the government moved ahead to modernize the regulatory system to improve the efficiency and effectiveness of federal financial services regulation. The government clarified the roles and responsibilities of the Canada Deposit Insurance Corporation and OSFI and eliminated overlap and duplication between the two agencies. The legislative and bylaw amendments required to implement these changes were expected to be passed in the spring of 2005.

As part of its responsibilities over the financial sector, the Department also advises the Minister of Finance in respect of federal pension policy. On April 1, 2003, Air Canada applied for protection from its creditors under the *Companies' Creditors Arrangement Act*. In financial reports that the company subsequently filed with OSFI, Air Canada indicated that its 10 defined benefit pension plans had an aggregate solvency deficiency of over \$1 billion as at January 2004. Air Canada sought changes in pension regulations to permit it to fund the solvency deficiencies in its pension plans over a 10-year period rather than the maximum 5 years permitted by the *Pension Benefits Standards Regulations*.

After ensuring that the specific changes were supported by all stakeholders, the government published the *Air Canada Pension Plan Solvency Deficiency Funding Regulations* in August 2004 and signalled that it would consider extending this type of assistance to pension plans of sponsors in financial difficulty more broadly, looking at pension plans' sustainability while responding to companies' need for flexibility.

Pursuant to this commitment, the government plans to issue a consultation paper titled *Strengthening the Legislative and Regulatory Framework for Defined Benefit Pension Plans Registered under the Pension Benefits Standards Act, 1985*, in May 2005 with a view to improving the security of pension plan benefits and ensuring the viability of defined benefit pension plans.

#### *Pursuit of improved system of securities regulation*

In Budget 2004, the government expressed its agreement with the recommendations of the Wise Persons' Committee (WPC) calling upon Canadian governments to collaborate in the establishment of a single Canadian securities regulator and a single Canadian securities law. In the course of 2004–05, the government pursued discussions with individual provinces on the WPC's recommendations. To improve Canada's business climate and to promote greater efficiency, the government stated its objective of reaching an agreement on an enhanced system of securities regulation by the end of 2005 in the 2005 budget.

#### *Development of a supportive environment for financing Canadian companies*

Budget 2005 removed the restrictions on investment in foreign property by tax-exempt entities, enhancing diversification opportunities for retirement investments for Canadians and providing pension funds with greater flexibility to supply venture capital to Canadian small businesses. Going forward, the government will continue to work with the investment, venture, and angel capital communities to ensure an efficient venture capital market for early-stage small businesses in Canada. The goal remains to be one of the top three industrial countries for venture capital investment per capita (Canada currently stands fourth) and to match the U.S. in initial public offering dollars raised per capita by 2010.

### ***3. A financial system that is secure and meets international standards for combatting financial abuses and terrorist activities***

The goal of Canada's anti-money laundering and anti-terrorist financing regime is to provide appropriate tools to law enforcement, while respecting the privacy of Canadians and conforming to international standards. Canada is in the process of implementing the revised FATF

anti-money laundering and anti-terrorist financing standards and preparing for a comprehensive mutual evaluation of its national regime by the FATF in 2007. Canada continues to be an active member of the FATF and will assume the FATF Presidency in 2006–07.

Canada's anti-money laundering and anti-terrorist financing regime was examined by the Auditor General of Canada and underwent a Treasury Board–mandated evaluation in 2004. ([http://www.fin.gc.ca/toce/2005/nicml-incba\\_e.html](http://www.fin.gc.ca/toce/2005/nicml-incba_e.html)). It will be subject to a legislatively mandated parliamentary review that will begin in 2005.

As indicated in Budget 2005, to prepare for the FATF review and to respond to the recommendations of the Auditor General of Canada and the Treasury Board evaluations, the government was planning to release a consultation paper in June 2005. The government will consult with public and private sector stakeholders on a range of proposals designed to enhance and update Canada's anti-money laundering and anti-terrorist financing regime. The consultations will serve to focus the discussions of parliamentarians in their review exercise.

The outcomes of the consultation exercise and the parliamentary review are expected to lead to amendments to the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act* and its associated regulations.

In 2004–05, the Department worked closely with the Bank of Canada on the issuance of new high-denomination (\$20, \$50, and \$100) bank notes. All three notes were successfully launched, and the acceptance of these notes by both the public and retailers has been high. These new notes, with their state-of-the-art security features, are much harder to counterfeit and therefore contribute to the priority of strong, sustained global economic growth.

The Department has also worked with the Bank of Canada on other initiatives to protect Canada's currency against counterfeiting. These initiatives include the upgrade of the security features of the \$10 note (to be issued in May 2005), counterfeiting enforcement strategies, and communication efforts.

Overall, the Department's collaborative efforts with the Bank of Canada on currency helped to maintain the public's confidence in Canadian bank notes.

## 4) Economic Development and Corporate Finance

Financial resources: (\$ thousands)

Planned Spending	Authorities	Actual Spending
7,854	13,981	12,096

Human resources: FTEs

Planned	Actual	Difference
71	69	2

The Economic Development and Corporate Finance program activity provides policy analysis and advice to the minister on the financial implications of the government's microeconomic policy and programs and on corporate restructuring regarding Crown corporations and other corporate holdings. It also makes proposals for funding of programs and develops sectoral policy analysis.

### Expected results

#### 1. Support for research and development

In every budget since fiscal balance was restored, the government has made key investments to help build a world-class science and technology (S&T) environment in Canada. In particular, these investments have focussed on strengthening the research capacity of Canada's higher education sector. They have helped Canada rank first in the G-7 in terms of publicly performed research as a share of the economy.

Research and development (R&D) play important roles in securing an economic advantage in the knowledge-based economy. The new knowledge realized through R&D leads to productivity improvements and is also the source of the new products and services that open new markets and improve the quality of life of Canadians. Just as importantly, by participating in leading-edge R&D activities, Canadian workers gain the advanced skills needed by innovative firms. In total, the government's expenditures on S&T are estimated at \$9.2 billion in 2004–05, the highest level ever.

Work between the Department of Finance Canada and a number of lead departments over the course of 2004–05 led to the inclusion of additional investments in Budget 2005 totalling \$810.0 million in 2004–05 and the next five years in support of research and innovation. Major initiatives included the following:

- The investment of \$165.0 million in 2004–05 in Genome Canada to support leading-edge genomics research.
- The provision of \$126.0 million over five years to support advanced particle physics research at the Tri-University Meson Facility in British Columbia.

- A \$75-million-per-year increase in funding for Canada's three federal granting councils, beginning in 2005–06.
- A \$15-million-per-year increase in funding for the indirect costs associated with federally sponsored research through the granting councils beginning in 2005–06.

In addition, Canada's scientific research and experimental development tax incentive program to promote private sector investment in R&D is one of the most advantageous systems in the industrialized world. Investment tax credits are provided to qualifying current and capital expenditures at a general rate of 20.0 per cent and an enhanced rate of 35.0 per cent for smaller Canadian-controlled private corporations.

Estimated spending on R&D in Canada increased to \$24.5 billion in 2004, a 5.1-per-cent increase over 2003. This increase was the result of greater R&D investments by all major sectors, led by the higher education sector (12.0 per cent), the federal government (5.5 per cent) and the business sector (2.2 per cent). R&D investments as a percentage of GDP were an estimated 1.90 per cent in 2004, a slight decline from 1.91 per cent the previous year but up significantly from 1.66 per cent in 1997. Both the federal government and the higher education sector are expected to continue increasing their R&D investments in future years. Canada placed 13th in the OECD in this regard in 2002, the last year for which comparable international data exists. Canada's movement from 15th to 13th place reflects, in part, data revisions by Canada and other nations. The ultimate goal is to rank 5th by 2010.

Another important objective is strengthening the ability of universities and research hospitals to engage in knowledge transformation and commercialization. This is a key element in realizing social and economic benefits from the government's investment in Canada's R&D capacity.

The commercialization performance of universities is generally measured by revenues generated from licensing and start-up companies. While Canadian universities continue to receive less income from their commercialization investments than U.S. institutions, they are increasingly making stronger commercialization performance part of their strategic plans. As a result, Canadian universities have been steadily improving their performance in these areas in recent years. For example, based on the most recent information available, the licensing revenues generated by Canadian institutions increased from \$51.5 million in 2002 to \$57.7 million in 2003. Canadian institutions created 58 start-up companies in 2003 and now hold over 890 income-yielding licences or options.

## ***2. Programs that facilitate the adaptation of all sectors to the knowledge-based economy***

As firms become more innovative and knowledge-focussed, they are able to increase their productivity and compete more effectively, contributing to a more productive and competitive Canadian economy. The government's main responsibility in supporting this process is to ensure that the necessary conditions are in place to enable all sectors of the economy to adapt to the challenges of and benefit from the opportunities presented by the global knowledge-based economy. This includes providing stable fiscal and monetary conditions, a competitive tax system, and effective regulations. An eighth consecutive balanced budget in 2004–05, the lower interest rates brought about by the significant reduction in the government's reliance on capital

market borrowing, and sustained personal and corporate tax reductions have contributed to this objective.

The government also provides strategic investments to support firms in adopting innovation as a core competitive advantage. Over the course of 2004–05, the Department worked with the Business Development Bank of Canada (BDC) to implement the Budget 2004 commitment to purchase \$250.0 million of BDC common shares to increase the amount of early- and late-stage venture capital available for innovative Canadian companies. The Department also worked closely with other federal organizations to ensure that their programming supports private sector innovation. For example, the Department worked with the National Research Council Canada to assess the progress made since 2000 in supporting the development of technology-based clusters in Atlantic Canada, leading to the renewal of the initiative for an additional five years in Budget 2005. Budget 2005 also included a renewal of funding for the Atlantic Innovation Fund that will support university research, commercialization, and innovative companies. Other budget measures that support this objective include funding for the development of the next generation of radar remote sensing satellites and initiatives to help the textile and apparel industries adjust to global competition.

Evidence that the private sector is innovating and adopting new technologies is usually measured through indicators such as business R&D activity, capital formation, and patenting activity. There are a number of positive trends that suggest that Canadian companies are improving in these important areas. Canadian business expenditures on R&D as a percentage of GDP have increased steadily over the past decade, rising from half of the OECD average to close to 70 per cent in 2002. Canadian capital investment as a percentage of GDP has also improved dramatically since 1995, rising from one of the lowest levels in the G-7 to near the top. Businesses have especially been increasing their investment in machinery and equipment (for example, by an estimated 6 per cent from 2003 to 2004). Overall, this rapid rate of investment growth suggests that Canadian businesses are adopting new technologies and innovations at a rapid rate.

The Department continually reviews its economic framework to ensure that it remains up-to-date and monitors progress in reaching its objectives. Thus, for example, while business investment in R&D has increased since 1995, it remains below the OECD average. This suggests that there remains scope for Canadian firms to reap greater benefits from the strong knowledge base created by past investments in research, particularly in the higher education sector. The Department continues to explore ways to encourage greater collaboration between firms and researchers at universities, colleges, and hospitals.

### ***3. Support to communities***

The government's New Deal for Cities and Communities is directed to providing long-term, reliable, and predictable funding for the benefit of municipalities, both large and small, in order to support and sustain Canadian society. As a first step in delivering the New Deal, Budget 2004 provided municipalities with \$7.0 billion over 10 years through a full GST rebate, effective in February 2004. A key objective of the New Deal in 2004–05 was to develop a way of sharing funds equivalent to a portion of federal gasoline tax revenues, in support of environmentally sustainable infrastructure. Infrastructure Canada was the lead department for this exercise.

The Department of Finance Canada participated in interdepartmental discussions on the development of this initiative and made recommendations to the Minister of Finance regarding the inclusion of measures in Budget 2005.

With Budget 2005, the government met its Speech From the Throne commitment to make a portion of the federal excise tax on gasoline available for cities and communities. Effective in 2005–06, Canada's cities and communities will receive a share of federal gas tax revenues worth \$600.0 million. This funding will increase until it reaches \$2.0 billion annually, equivalent to 5 cents per litre of gas tax revenues, by 2009–10. To ensure a timely transfer of funds, authority for the payment in 2005–06 was included in the budget bill. In terms of the approach for transferring the funds, the Department participated in interdepartmental discussions to develop a framework for sharing gas tax revenues. The Minister of State (Infrastructure and Communities) is responsible for negotiating individual agreements with provinces and communities in accordance with this framework.

Support for cities and communities is not just about financial support from the Government of Canada. Another objective is the development of meaningful partnerships with all levels of government and long-term strategies for improving Canada's cities and communities. This includes a commitment to provide a stronger voice to municipalities in discussions on national issues most important to them. The Department has delivered on its commitment to include the municipal sector in annual pre-budget consultations. On January 27, 2005, the Minister of Finance held an inaugural pre-budget consultation with the Federation of Canadian Municipalities.

#### ***4. Contribute to the government's implementation strategy for meeting commitments under the Kyoto Protocol***

The Department supported the government's commitment to a clean environment, which contributes to sustained global economic growth, by assessing and providing advice on the economic and fiscal implications of environmental policy options, developed by lead departments, aimed at helping Canada meet its environmental commitments. A key commitment at the global level is respecting the obligations of the Kyoto Protocol related to reducing the level of greenhouse gas emissions in Canada.

In its *2004–05 Report on Plans and Priorities*, the Department committed to continue to participate—along with other federal departments, other governments, and stakeholders—in the design of a system of covenants with large final emitters of greenhouse gases to achieve reductions in their greenhouse gas emission intensities. In 2004–05, Department officials participated in bilateral and multilateral discussions with officials from other departments on emission-reduction targets and compliance options for a potential greenhouse gas emissions trading system aimed at achieving reductions from Canada's largest emitters in a cost-effective manner. As a result of these discussions, key elements of the system—such as the overall target, compliance options, and proposed legislative framework—will be announced in the new climate change plan, *Moving Forward on Climate Change: A Plan for Honouring our Kyoto Commitment*, expected to be released in April 2005.

### **5. Sale of Petro-Canada**

In Budget 2004, the government stated its intention to sell its remaining shares in Petro-Canada in 2004–05. Based on an average of recent prices and the book value of this investment at that time, it was expected to provide approximately \$2 billion in net budgetary revenues.

During 2004–05, the Economic Development and Corporate Finance Branch managed the sale of the government's Petro-Canada shares, as proposed in Budget 2004. The sale was completed in September 2004 and yielded net budgetary revenues of \$2.6 billion, 30.0 per cent higher than the \$2.0 billion that was anticipated at the time of the budget announcement.

## 5) Federal-Provincial Relations and Social Policy

Financial resources: (\$ thousands)

Planned Spending	Authorities	Actual Spending
10,195	11,151	11,394

Human resources: FTEs

Planned	Actual	Difference
91	92	(1)

Primary responsibilities include providing analysis and advice to the minister on federal-provincial fiscal arrangements and economic relations and on Canadian social policies and programs, such as health care, employment insurance, seniors' benefits, Aboriginal programs, education programs, and cultural programs.

### Expected results

#### 1. Review of the employment insurance premium rate-setting mechanism

In 2004–05, the Department, in co-operation with HRSDC, completed a review leading to a new rate-setting mechanism for employment insurance premiums. As a result of this review, Budget 2005 introduced this new mechanism in time to set the rate for 2006. Bill C-43, which contains the legislative amendments, is expected to receive Royal Assent in June 2005. The rate-setting mechanism will ensure that premium rates will be set transparently on the basis of independent expert advice, will correspond to program costs, and will be relatively stable over time. This result contributes to the Department's objective of supporting and sustaining Canadian society.

#### 2. Sustainability of the Canada Pension Plan

In 2004–05, the Department continued consultations begun in 2003–04 with the provinces and territories to set the parameters of the 2004–06 triennial financial review of the plan by federal and provincial finance ministers. This review is required under the *Canada Pension Plan Act* and should be completed by the end of 2005. The ongoing review of the CPP, which is an important element in ensuring the plan's long-term viability, helps achieve the Department's priority of supporting and sustaining Canadian society.

Based on the most recent actuarial projections, CPP annual contributions will exceed annual benefits until at least 2022, providing a 17-year period before any portion of the accumulated investment income is needed to help pay CPP benefits. Taking into account the accumulated assets, it is expected that the plan will have sufficient manoeuvring room to absorb a range of possible unforeseen economic or demographic fluctuations without a change in the contribution rate. This ensures that the CPP is financially sustainable over the long term and that it will be able to assist working Canadians in meeting their needs both during their retirement years as well as in the event of serious disability or the loss of a spouse or partner.

Furthermore, there have been significant changes in the work and retirement patterns of Canadians since the inception of the CPP (and its equivalent in Quebec, the Quebec Pension Plan). Given these changes, the triennial review may also consider whether the current structure of the CPP best accommodates the various paths to retirement chosen by an increasing number of Canadians.

### ***3. Increase support for families with children***

Over the years, the Government of Canada, in partnership with provincial and territorial governments, has developed a strong agenda in support of Canada's children, which aligns with the Department's objective of supporting and sustaining Canadian society.

A key aspect of this agenda has been the Government of Canada's commitment to develop an Early Learning and Child Care (ELCC) initiative, which the Department has been closely involved in. Working primarily with Social Development Canada and other central agencies, the Department assisted in seeing this commitment reflected in the Budget 2005 announcement of \$5.0 billion over five years in support of the ELCC initiative. Of the \$5.0 billion, \$700.0 million has been made available over 2004–05 and 2005–06 in the form of a third-party trust to all provinces and territories, who will have the flexibility to draw down funds up to March 31, 2006. The *Budget Implementation Act, 2005*, which was tabled on March 24, 2005, and is expected to receive Royal Assent in June 2005, provides the authority to pay funds to the ELCC trust.

Discussions with provincial and territorial ministers and stakeholders, which began in 2004–05, are ongoing, and significant progress toward the implementation of the ELCC initiative is anticipated in the course of the year. The government hoped to reach agreements in principle, covering the years 2006–07 to 2009–10, with Manitoba, Ontario, Saskatchewan, Nova Scotia, Alberta, and Newfoundland and Labrador by July 2005. Agreements in principle will have to be negotiated with other provinces and territories, and the Department will have a key role to play in monitoring these discussions.

### ***4. Support for Canadians to upgrade their skills and learning***

The Department recognizes the central role of human capital development and the importance of investing in skills and learning in support of a skilled, adaptable, and innovative workforce. The Department contributes regularly to the development and implementation of policies, in collaboration with other departments, provinces, territories, and other stakeholders. These measures contribute to the Department's priority of supporting and sustaining Canadian society.

During 2004–05, the Department worked closely with HRSDC to meet the Government of Canada's commitment to launch a Workplace Skills Strategy. Beginning with Budget 2004, the Government of Canada provided, as an immediate measure, \$25.0 million over three years to initiate a new union-based Training Centre Infrastructure Fund. The Department continued to work with HRSDC on policies to move the Strategy forward, culminating in a Budget 2005 announcement of an additional \$125.0 million over three years toward the Workplace Skills Strategy.

The Department has also been significantly involved in assisting HRSDC in ensuring the timely and effective implementation of Budget 2004 commitments related to post-secondary education,

including the introduction of the Canada Learning Bond and new up-front grants for students from low-income families and students with disabilities and increases to Canada Student Loan limits. These latter two measures will be in place by the loan year beginning August 2005. The Canadian Learning Bond becomes operational on July 1, 2005.

To further support and encourage higher levels of educational achievement among Aboriginal students, the government committed an additional \$10.0 million in Budget 2005 for the Post-secondary Education Program administered by the National Aboriginal Achievement Foundation. Budget 2005 also committed \$100.0 million over five years to enhance early learning and child care opportunities for First Nations children and families on-reserve and \$120.0 million over five years for special education of First Nations children living on-reserve, building on previous investments in these areas. The Department will have to closely monitor the implementation of these measures as the Aboriginal roundtable process continues.

### ***5. Continuing renewal of Canada's health care system***

In 2004–05, in support of the continuing renewal of Canada's health care system, which contributes to the Department's priority of supporting and sustaining Canadian society, the Government of Canada committed \$41.3 billion of new federal funding for health care to provinces and territories over 10 years (2004–05 to 2013–14). The new funding supports the 10-year Plan to Strengthen Health Care signed by first ministers at their September 2004 meeting.

The Department, in close collaboration with Health Canada and other central agencies, assisted in the preparation for the first ministers meeting. The Department also took the lead in implementing the financial commitments arising from the first ministers meeting.

Bill C-39, which implemented the federal funding and review provisions related to the 10-year Plan to Strengthen Health Care, was enacted by Parliament on March 23, 2005. This legislation does the following:

- Amends the *Federal-Provincial Fiscal Arrangements Act* to increase the Canada Health Transfer (CHT) by a total of \$35.3 billion over 10 years. This commitment fully responded to the recommendations in the report of the Commission on the Future of Health Care in Canada (the Romanow Report), including the need for short-term increases, increased the CHT base to \$19.0 billion in 2005–06, and provided for an automatic escalator of 6.0 per cent annually effective in 2006–07. This funding will provide significant incremental support to provinces and territories in their efforts to renew and reform health care in Canada.
- Amends the *Federal-Provincial Fiscal Arrangements Act* to create a Wait Times Reduction Transfer. This transfer provides incremental funding of \$5.5 billion over 10 years. Initial funding of \$4.25 billion was provided through a third-party trust for 2004–05 to 2008–09, offering provinces and territories the flexibility to draw down funds as they require up to the end of 2008–09, according to their respective strategies and priorities with respect to reducing wait times. Beginning in 2009–10, the funding will be provided through a Wait Times Reduction Transfer of \$250.0 million annually to be used for both ongoing health human resources and tools to manage wait times.

- Provides for incremental funding of \$500.0 million in 2004–05 to provinces and territories for diagnostic and medical equipment.
- Provides for a parliamentary review of progress in implementing the 10-year Plan to Strengthen Health Care.

These efforts by the Department contribute significantly to ensuring timely transfers in support of provinces and territories' efforts to renew and reform Canada's health care system.

For further information on federal transfers to provinces and territories in support of health care, please visit <http://www.fin.gc.ca/FEDPROV/chte.html>.

## ***6. Transfer programs to the provinces and territories***

On October 26, 2004, the Government of Canada announced a new framework for equalization and TFF, which was first presented to premiers and territorial leaders at the September 2004 first ministers meeting. The Department, together with other central agencies, assisted in the preparation for the October 2004 first ministers meeting and has taken a leading role in implementing the commitments in the new framework in order to meet its priority of supporting and sustaining Canadian society.

The new framework will provide stability, predictability, and growth to the overall levels of funding and will ensure that equalization and TFF continue to play an essential role in ensuring that all Canadians, wherever they live, have access to reasonably comparable public services at reasonably comparable levels of taxation. The legislation for the new framework, Bill C-24, received Royal Assent on March 10, 2005.

As part of the new framework, the Government of Canada launched an independent panel of experts to review equalization and TFF. The objective of the panel is to provide advice on how the legislated equalization and TFF levels should be allocated among provinces and territories in 2006–07 and later years. This review will, among other things, evaluate current practices for measuring fiscal disparities among provinces and territories; examine alternative approaches (such as those based on aggregate macroeconomic indicators or expenditure needs); review the evolution of fiscal disparities among provinces, and the costs of providing services in the territories, to help governments and citizens evaluate the overall level of support for equalization and TFF; and advise whether the Government of Canada should establish a permanent independent body to advise it on the allocation of equalization and TFF within the framework of legislated levels. Additional information on the Expert Panel on Equalization and Territorial Formula Financing is available at <http://www.eqtff-pfft.ca>.

The Government of Canada retains full accountability and responsibility for all decisions and will continue to consult extensively with provinces and territories, as before. The mandate of the panel is an advisory one, and the government will make decisions based on advice received from the panel, provincial and territorial governments, and Canadians.

The expert panel is mandated to report back by the end of 2005, in time to provide advice on how equalization and TFF should be apportioned among provinces and territories in 2006–07 and beyond.

## 6) International Trade and Finance

Financial resources: (\$ thousands)

Planned Spending	Authorities	Actual Spending
14,452	15,748	14,938

Human resources: FTEs

Planned	Actual	Difference
119	121	(2)

The International Trade and Finance Branch is responsible for advising and supporting the Minister of Finance in international forums, such as the G-7 and G-20 finance ministers groups, the IMF, and the World Bank. It is also responsible for advice to the minister on such matters as international trade, investment, international assistance, export finance, and foreign debt.

### Expected results

#### ***1. More efficient and secure borders to enhance access for Canadian exports***

Budget 2004 provided an additional \$605.0 million over five years for the security contingency reserve to address security priorities. With the release of *Securing an Open Society: Canada's National Security Policy* in April 2004, the government committed to spend \$690.0 million of the security contingency reserve to respond to the priorities outlined in the policy. As well as addressing essential security concerns, this spending supports the goal of promoting strong, sustained global economic growth by facilitating the legitimate movement of people and goods across the border and helping to secure access to our largest export market.

The implementation of the National Security Policy was foreseen as a long-term agenda. In support of this agenda, Budget 2005 committed an additional \$1.0 billion over five years (on an accrual basis) for key national security initiatives. This brings the total investment in security since September 11, 2001, to over \$9.5 billion.

In March 2005, the prime minister and the presidents of the U.S. and Mexico agreed to a new Security and Prosperity Initiative. The work program, which was recently announced, includes elements to further support efficient and secure borders through regulatory, sectoral, and security improvements. This work plan will be updated on an ongoing basis, as required.

#### ***2. Promote reforms to increase global growth, development, and financial stability***

The Department contributes to strong, sustained global economic growth through the following initiatives:

##### ***Millennium Development Goals and Africa***

Canada is committed to working with the international community toward achieving the Millennium Development Goals. Budget 2005 provided funds that will allow Canada to meet its

commitment at the 2002 International Conference on Financing for Development in Monterrey, Mexico, to double international assistance between 2002 and 2010. Aid to Africa will be doubled by 2008–09 from its 2003–04 level.

The initiative was also taken to allocate \$342.0 million of year-end funds toward the serious health issues that afflict Africa. To reduce poverty and increase development, these additional funds for global initiatives aim to reduce the incidence and impact of deadly diseases affecting so many people in developing countries, particularly in Africa. This includes \$160.0 million for the Global Alliance for Vaccines and Immunization, \$140.0 million for the Global Fund to Fight AIDS, Tuberculosis and Malaria, and \$42.0 million to help eliminate polio worldwide.

The minister was one of 17 commissioners appointed to the Commission for Africa (CFA). On March 11, 2005, the CFA released a report outlining a comprehensive and ambitious plan to support African efforts to further their own development. The report reflects themes emphasized by the minister, including an emphasis on African leadership on its own development; debt relief; support for Africa's indigenous private sector; and fighting infectious diseases. One challenge was ensuring that the report was structured in such a way that other non-Commission countries could endorse the key goals being put forward.

In the past, year Canada and other donor governments concluded negotiations on the 14th replenishment of the International Development Association (IDA14). Donors agreed to substantially increase funding for IDA and to further increase its effectiveness by linking its operations more closely to country-owned poverty reduction strategies. IDA14 also reflects the high priority Canada and other donors have attached to poverty reduction in Africa—half of IDA's operations will be directed to Africa. Recognizing the fragile debt sustainability situation of many poor countries, Canada also supported the provision of grant financing by IDA to countries experiencing debt distress.

### *Debt relief*

Canada has also continued to show leadership on easing the debt burdens of poor countries, thereby contributing to their growth and development, through the following:

- Working to ensure that the existing debt strategy, the HIPC initiative, is being implemented effectively and contributing an additional \$34.4 million to the World Bank-administered HIPC Trust Fund to ensure adequate financing of the initiative.
- Cancelling all remaining debts owed to Canada (almost \$30 million) by four HIPCs (Ethiopia, Ghana, Madagascar, and Senegal) when they completed the HIPC process.
- Working with the G-7 toward an agreement on a proposal to reduce the debt burdens of poor countries. To contribute to these discussions, the Department developed Canada's debt proposal, put forward in February 2005. Canada helped lay the groundwork for a future G-7 agreement through its commitment to cover the debt-service obligations of eligible reforming low-income countries to IDA and the African Development Fund and through its call for donors to agree on the need to provide further IMF debt relief. Canada's proposal was structured to promote improved governance and economic reform. In addition, Budget 2005 allocated \$172.0 million over five years for debt relief for poor countries.

### *Tsunami relief*

To mitigate the effect of the devastating tsunami that affected the poorest people the most, largely in south Asia, and assist with reconstruction efforts, Department officials participated in the preparation of Canada's response package of \$425.0 million for relief related to the Indian Ocean tsunami disaster that occurred on December 26, 2004. The Department led a Canadian offer of a debt moratorium to affected countries and conducted negotiations with other G-7 countries and Paris Club creditors on a multilateral offer of a debt moratorium. This allowed resources for debt payments to be redirected toward relief and reconstruction for those countries that took up the offer. A challenge in constructing Canada's relief package was the need for timeliness, while working with limited information. The efforts of Department officials, as well as those of some other departments, were recognized through the 2005 Public Service Award of Excellence under the category of "Exemplary Contribution under Extraordinary Circumstances."

### *Proactive role in the IMF and World Bank*

The Minister of Finance is a member of the Board of Governors of the IMF and the World Bank. The Canadian objective is to ensure that the IMF and the World Bank continue to improve their activities and strengthen their effect in carrying out their respective mandates for economic and financial stability and development and poverty reduction. The Department continues to work with the G-7 and the broader international community on a variety of ongoing initiatives. In the past year these have included the following:

- Providing constructive input to the Strategic Review of the IMF and World Bank.
- Continued efforts toward the implementation of Canada's proposal for an enhanced surveillance mechanism at the IMF to allow countries to move away from IMF borrowing programs while at the same time sending a signal to markets regarding their commitment to reform. Canada's initiative has won support at the Executive Board and the G-7.
- Continued participation in discussions at the executive boards of the IMF and World Bank on country and other thematic issues related to poverty reduction with the support of the Canadian International Development Agency and Foreign Affairs Canada.
- Continued work within the executive boards of the IMF and World Bank and with the G-7 toward implementing the new IMF–World Bank debt sustainability framework. This framework takes governance conditions into consideration and focusses on preventing debt crises by guiding future borrowing and lending decisions.

### *Reform of Canadian international assistance architecture*

With respect to reforms designed to promote development, the Department led an interdepartmental process, engaging Foreign Affairs Canada, the Canadian International Development Agency, the Privy Council Office, the Treasury Board of Canada Secretariat, and others, to put in place a new management framework for the International Assistance Envelope (IAE). The new IAE management framework has been designed to achieve six main objectives: (1) provide an all-of-government priority setting for all international assistance; (2) provide decentralized management with clear accountability; (3) provide transparency in the allocation of

IAE growth; (4) provide predictability in budgeting and stability in programming; (5) provide flexibility to respond to new initiatives; and (6) provide fiscal integrity.

### *Collaboration with other governments and international and financial institutions*

To meet this objective, the Department continues to work within the IMF, World Bank, G-7, and other international groups to improve the international financial architecture, including developing a better framework for the prevention and resolution of international financial crises. Through the G-20, Canada worked to develop a set of principles to guide relations between sovereign debtors and their creditors as well as a set of principles for developing policies that are conducive to strong, sustained economic growth.

### **3. A stronger international trading system and enhanced security of access for Canadian exports in major foreign markets**

To achieve its goal of a global advantage for Canada, the Department worked with its partners to achieve a stronger international trading system.

In collaboration with other concerned departments, particularly International Trade Canada, the Department continued to participate in efforts over the past year to advance Canadian interests in a number of trade initiatives, particularly the Doha Round of multilateral trade negotiations at the WTO. Canada stands to gain significant economic benefits through increased market access to developed and developing country markets for Canadian exporters of agricultural and industrial goods and is seeking an ambitious outcome to the negotiations. The Department continued to work toward building consensus on trade-negotiating frameworks in key areas of the negotiations, such as market access, that would allow for a successful WTO Ministerial Conference in Hong Kong, China, in December 2005.

The Department worked with Canadian stakeholders to advance Canadian negotiating positions in several areas falling within its area of responsibility, including tariffs. The Department continues to lead the WTO rules negotiations aimed at improving and clarifying WTO subsidy and trade remedy rules and disciplines. Canada's objective is to provide Canadian exporters with greater security of access to foreign markets, including the U.S., without compromising the effectiveness of trade remedies to protect Canadian producers from the injurious effects of unfairly traded goods.

The Department also led Canada's participation in the North American Steel Trade Committee, which, in co-operation with the U.S. and Mexico, sought to advance trade issues of common interest in the steel sector. The Department also worked with the U.S. and Mexico on an ongoing initiative to liberalize the rules of origin of the *North American Free Trade Agreement*. More liberal rules would improve the competitiveness of Canadian industries by reducing transaction costs and facilitating cross-border movement. More liberal rules covering a range of agricultural and industrial goods were implemented on January 1, 2005, and work is ongoing on reaching an agreement with the U.S. and Mexico on further liberalization.

The Department also worked with other OECD member governments and Brazil to initiate a review of the Aircraft Sector Understanding of the OECD Arrangement on Officially Supported

Export Credits. If successful, this review will result in improved disciplines for aircraft financing and will reduce or eliminate trade disputes in this sector. Negotiations are ongoing.

#### ***4. Support opportunities for Canadian trade and investment***

The Department worked with its partners to achieve a global advantage. In collaboration with International Trade Canada and Export Development Canada, Department officials worked on a new loan guarantee program that will leverage financing from commercial lenders in support of Canadian export trade.

On the investment front, the Department's primary efforts, in collaboration with Industry Canada and International Trade Canada, were focussed on renegotiating Canada's foreign investment protection agreements (FIPA) with six of the newly acceded countries to the European Union (Hungary, the Czech Republic, the Slovak Republic, Latvia, Poland, and Romania). While Canada was able to finalize negotiations with the European Commission, discussions are still ongoing with the new member states. The Department hopes to be able to finalize these negotiations in the fall of 2005. Canada also entered into three new sets of FIPA negotiations with Peru, China, and India. These discussions are ongoing. FIPAs encourage investment by providing a legal framework for investment that ensures market access in some sectors and provides access to dispute settlement procedures when needed.

On the trade front, in December 2004, the government announced a series of initiatives to help Canada's textile and apparel industries improve their competitiveness, including tariff eliminations on textile inputs not produced in Canada. As a follow-up to this announcement, in January 2005 the Minister of Finance sent a reference to the Canadian International Trade Tribunal to investigate and report on textile inputs produced in Canada by June 30, 2005. This report will assist the government in implementing the announced tariff measures.

## 7) Public Debt

Financial resources: (\$ thousands)

Planned Spending	Authorities	Actual Spending
35,400,000	33,869,946	33,869,946

Human resources: FTEs<sup>3</sup>

Planned	Actual	Difference
52	52	—

The statutory funding of interest and service costs of the public debt and the issuing costs of new borrowings, if required.

### Expected results

#### 1. A vibrant, cost-effective retail debt program

In 2004–05, the government continued to assess the retail debt program in the context of a much-improved fiscal situation and a broader array of investment opportunities available to Canadians. The government is looking to update and improve its retail debt strategy and not to eliminate the sale of Canada Savings Bonds (CSB).

In the context of the ongoing review, the focus on lowering program costs, improving overall program efficiency, and managing a decline in the retail portfolio consistent with the reduction in total federal debt was continued.

- The 2004–05 campaign sales are estimated at \$1.9 billion. While payroll sales increased for the fifth year to \$1.5 billion, record low interest rates, stronger equity markets, and a rising rate environment affected cash sales through financial institutions and directly from the government. Redemptions were lower than forecast, assisted by the continuation of the term extension pilot that offered holders of maturing CSB bonds an automatic 10-year extension, resulting in a 57-per-cent retention rate. In 2004–05, the overall retail debt portfolio fell by 10.0 per cent to \$19.3 billion.
- Actual expenditures are forecast to be \$97.4 million—\$6.97 million or 6.7 per cent below the budget of \$104.4 million. This represents the fifth consecutive year of reductions.
- The on-line service for payroll customers, [www.mybonds.gc.ca](http://www.mybonds.gc.ca), launched in April 2003, continued to grow, with 80,000 more Canadians registering for this service.
- The CSB advertising campaign continues to be one of the most highly recognized Government of Canada programs. Annual post-campaign communication research showed

3. The 2004–05 Report on Plans and Priorities planned FTEs did not include public debt FTEs (21) or the Canada Investment and Savings Agency's FTEs (31).

that the 2004–05 advertising campaign had unaided and aided recall for the CSB television ads of 63.0 per cent and 42.0 per cent respectively.

More information is available through the *2004–05 Canada Investment and Savings Annual Report*, available at [www.csb.gc.ca](http://www.csb.gc.ca).

## ***2. A stable, low-cost debt structure and a well-functioning Government of Canada securities market***

To keep borrowing costs low, debt strategy operations and initiatives continued to focus on maintaining diversified sources of funding and a well-functioning market for Government of Canada securities. The Department's efforts in this area, which supported its priority of a sustainable fiscal structure, resulted in the following:

- the continuation of the orderly reduction of the fixed-rate portion of the market debt to 60.0 per cent by 2007–08;
- the successful execution of regular, pre-announced government bond and Treasury bill auctions in key maturity sectors of the wholesale market;
- active bond buyback operations to support the liquidity of Government of Canada bond issues; and
- continued transparency on debt program issues through the use of communications tools, including market consultations, departmental publications on debt management, and notices on the Bank of Canada's Web site.

The performance of the market for government securities is measured by the results of auctions in the primary market and the level of liquidity and trading in the secondary market. The *Debt Management Report* (<http://www.fin.gc.ca/purl/dmr-e.html>) includes a section on debt, cash, and reserves management measures.

## 8) Domestic Coinage

Financial resources: (\$ thousands)

Planned Spending	Authorities	Actual Spending
64,600	63,993	63,993

Payment of the production and distribution costs for domestic circulating coinage.

### Expected results

#### *1. Meeting the coinage needs of Canadians*

In 2004–05, the Department of Finance Canada worked closely with the Royal Canadian Mint to ensure the needs of the economy and Canadians for circulating coinage were effectively met. During the year, three commemorative coins—the poppy quarter, the lucky loonie, and the Acadie quarter—were produced by the Mint and well received by Canadians. The demand for these coins from collectors increased the amount of seigniorage earned by the Government of Canada.

## 9) Transfer Payments to Provinces and Territories

Financial resources: (\$ thousands)

Planned Spending	Authorities	Actual Spending
30,600,000	37,779,444	37,746,615

Transfer payments pursuant to statutes and agreements with provinces and territories.

### Expected results

#### 1. Transfer programs to the provinces and territories

The objectives for 2004–05 were to put in place the regulations specifying the calculation of payments under the equalization program and to introduce interim regulations to ensure that initial payments could be made as a part of Bill C-30, an act to implement certain measures of the budget, tabled in Parliament on March 23, 2004. However, due to the transition to and implementation of the new framework for equalization and TFF agreed to by first ministers on October 26, 2004, the implementation of the 2004 equalization renewal was superseded by the legislative process that concluded in Bill C-24, which implemented the new framework.

The Department has been working with the provinces and territories to implement the new framework in order to achieve its priority of supporting and sustaining Canadian society.

Bill C-24, which was enacted by Parliament on March 10, 2005, amends the *Federal-Provincial Fiscal Arrangements Act* as follows:

- It sets out a formula for the determination of equalization payments to provinces in 2004–05 totalling \$10.8 billion.
- It sets the minimum aggregate fiscal equalization payment to the provinces at \$10.9 billion for 2005–06 and allocates that amount among provinces.
- It sets the aggregate fiscal equalization payment for each subsequent fiscal year after 2005–06 at 1.035 times the fiscal equalization payment that was made in the immediately preceding fiscal year and allocates the aggregates among provinces.
- It sets the minimum aggregate territorial financing payment to the territories at \$1.9 billion for 2004–05 and \$2.0 billion and 2005–06 and allocates those amounts among the territories.
- It sets the aggregate territorial financing payment to the territories in 2006–07 and in the following fiscal years at 1.035 times the aggregate territorial financing payment payable to the territories in the immediately preceding fiscal year.

The new framework, which is subject to review in 2009–10, will provide \$33.0 billion more in equalization and TFF payments to provinces and territories over the next 10 years. This increase is relative to the 2004–05 entitlements for both equalization and TFF outlined in Budget 2004. Equalization payments will increase from \$8.9 billion in 2004–05 (according to the official October 2004 estimates) to \$12.5 billion in 2009–10, a 42-per-cent increase. The increased funding will assist Canada's equalization-receiving provinces and three territories in meeting

their commitments under the 10-year Plan to Strengthen Health care as well as their other priorities.

In addition, in 2004–05, in support of the continuing renewal of Canada's health care system, the Government of Canada committed \$41.3 billion of new federal funding for health care to provinces and territories over 10 years (2004–05 to 2013–14) in support of the 10-year Plan to Strengthen Health Care, signed by first ministers at their September 2004 meeting.

The Department continues to administer the transfer programs in an efficient and accurate manner. Payments to provinces and territories are calculated and paid in accordance with the *Federal-Provincial Fiscal Arrangements Act*, which was amended through Bill C-39 (enacting the 10-year Plan to Strengthen Health Care), and through Bill C-24 (which enacted the new framework for equalization and TFF). There are also regulations associated with these transfer payments. The Office of Auditor General of Canada reviews the administration of the transfer programs annually.

In total, over \$55.2 billion was provided in 2004–05 to provinces and territories to support them in providing health care, social assistance and social services, and other programs (including the value of tax point transfers and prior year adjustments). Please refer to Table 11 for further details on transfer payments and amounts.

Additional information on federal transfer payments to provinces and territories is available at <http://www.fin.gc.ca/access/fedprove.html>.

## 10) International Financial Organizations

Financial resources: (\$ thousands)

Planned Spending	Authorities	Actual Spending
1,248,895	2,316,524	1,454,058

Responsible for the administration of international financial obligations and subscriptions.

### Expected results

#### ***1. Promote reforms to increase global growth, development, and financial stability***

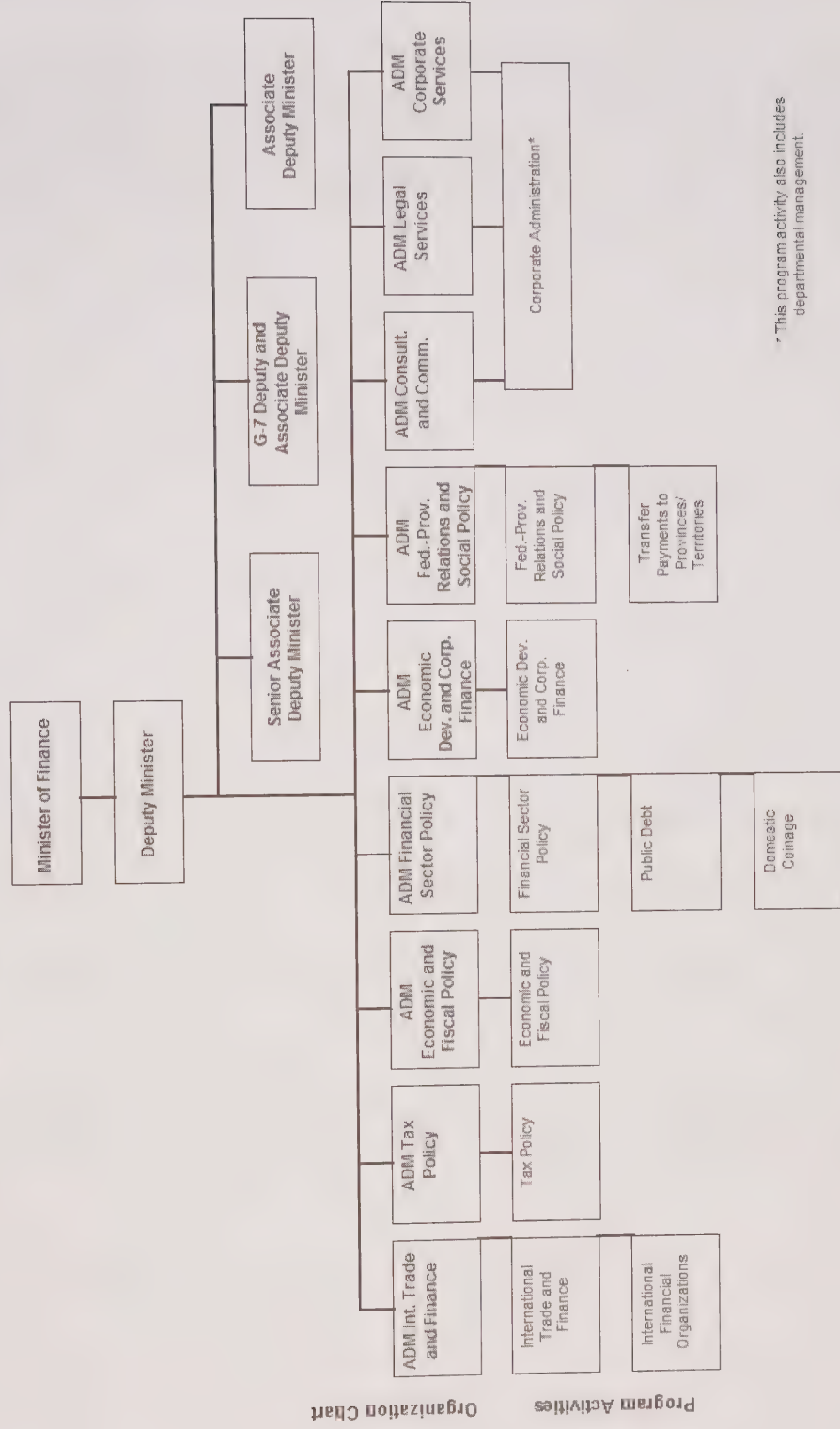
The Department is responsible for transfers to the IMF's Poverty Reduction and Growth Facility (PRGF), the IMF's low-interest lending facility to promote poverty reduction and growth in its lowest-income members. In 2004–05, the Department ensured the timely transfer of both Canada's committed loan contribution and its scheduled interest subsidy to support the PRGF's operations. The transfer payments help support the Department's priority of promoting strong, sustained global economic growth.

For details on transfer payments see Table 11 and for details on loans see Table 6.

# Section III—Supplementary Information

## Organizational Information

Organization Chart and Program Activity Architecture



## Financial Performance

This section provides a summary of the Department's financial performance, which is reported against the Department's 10 program activities in accordance with the approved program activity architecture. Corporate administration is distributed among the program activities based on the percentage share of the operating budget for 2004–05.

The majority of the financial tables present a comparison of "Main Estimates," "Planned Spending," "Total Authorities" and "Actual." "Main Estimates" figures indicate the resources requested by the Department at the beginning of the fiscal year in order to deliver the programs for which it is responsible. "Planned Spending" is the amount included in the Department's *2004–05 Report on Plans and Priorities* and indicates amounts planned at the beginning of the fiscal year. "Total Authorities" include "Main Estimates," "Supplementary Estimates" and other approved authorities. "Actual" shows what was actually spent or revenues actually received, as presented in the Department's *2004–05 Public Accounts of Canada*.

The following tables present financial data for the Department:

- 1) Comparison of Planned to Actual Spending (including FTEs)
- 2) Use of Resources by Program Activity
- 3) Voted and Statutory Items
- 4) Net Cost of Department
- 5) Contingent Liabilities
- 6) Loans, Investments, and Advances (Non-budgetary)
- 7) Sources of Respendable and Non-respendable Revenue
- 8) Resource Requirements by Branch
- 9) 2004–05 User Fee Reporting Template—*User Fees Act*
- 11) Details on Transfer Payments Programs

The remaining tables in this section report on statutory and other requirements. They include a table on major regulatory initiatives; a report on the response to parliamentary committees, audits, and evaluations; a summary of the sustainable development strategy; and a table on travel policies.

**Table 1: Comparison of Planned to Actual Spending  
(including FTEs)**

The following table provides a comparison of the “Main Estimates,” “Planned Spending,” “Total Authorities,” and “Actual Spending” for 2004–05, as well as historical figures for “Actual Spending.”

(\$ thousands)	2002–03 Actual <sup>3</sup>	2003–04 Actual <sup>3</sup>	2004–05			
			Main Estimates	Planned Spending	Total Authorities <sup>3</sup>	Actual <sup>3</sup>
Tax Policy	31,837	30,810	29,722	29,722	32,445	31,893
Economic and Fiscal Policy	16,445	15,362	13,957	13,957	15,288	15,576
Financial Sector Policy <sup>1</sup>	22,601	20,536	13,837	13,837	89,905	20,725
Economic Development and Corporate Finance	9,436	8,634	7,854	7,854	13,981	12,096
Federal-Provincial Relations and Social Policy	11,969	11,660	10,195	10,195	11,151	11,394
International Trade and Finance	17,527	14,591	14,452	14,452	15,748	14,938
Public Debt	37,619,760	35,931,598	36,200,000	35,400,000	33,869,946	33,869,946
Domestic Coinage	59,709	47,739	48,000	64,600	63,993	63,993
Transfer Payments to Provinces and Territories	27,996,473	32,358,097	31,555,000	30,600,000	37,779,444	37,746,615
International Financial Organizations <sup>2</sup>	1,597,266	1,085,544	1,248,895	1,248,895	2,316,524	1,454,058
<b>Total</b>	<b>67,383,024</b>	<b>69,524,571</b>	<b>69,141,912</b>	<b>67,403,512</b>	<b>74,208,424</b>	<b>73,241,234</b>
Less: Non-respendable revenue	5,844,666	4,926,660		106,300		6,755,020
Plus: Cost of services received without charge	11,688	14,400		12,291		17,955
Net cost of Department	61,550,046	64,612,311	69,141,912	67,309,503	74,208,424	66,504,169
<b>FTEs<sup>4</sup></b>	<b>873</b>	<b>882</b>		<b>866</b>		<b>833</b>

Note: Due to rounding, figures may not add to totals shown.

1. “Total Authorities” for the Financial Sector Policy (FSP) program activity includes an amount of \$68,572,000 in payments to depositors of Canadian Commercial Bank, CCB Mortgage Investment Corporation, and Northland Bank pursuant to the *Financial Institutions Depositors Compensation Act*. This is a statutory item that was not included in the “Main Estimates” or the “Planned Spending” for 2004–05, and there was no payment made against this authority for 2004–05 or the past two fiscal years. This item is reflected under “Special Projects” in the *2004–05 Public Accounts of Canada*. It is appropriately reflected here under the FSP program activity.

The FSP program activity authority and actual figures also includes an amount of \$6.0 million for advances pursuant to section 13(1) of the *Financial Consumer Agency of Canada Act*. The total authority and actual for the advances are reflected under “Special Projects” in the *2004–05 Public Accounts*. They are appropriately shown here under the FSP program activity.

2. The total authority and actual spending for the International Financial Organizations (IFO) program activity includes \$734,752,000 for the net loss on exchange appropriations not required for the current year. These amounts are reflected under the corporate administration business line in the *2004–05 Public Accounts of Canada*. They are appropriately shown here under the IFO program activity. These statutory amounts were not included in the “Main Estimates” or “Planned Spending” for 2004–05.

The variance for IFO is mainly due to “Grants and Contributions” under Vote 5 not being fully disbursed to HIPC’s, as there were some delays in HIPC’s reaching completion points and therefore not qualifying for debt relief. As well, the agreement between Canada and the IMF sets the total amount that Canada will make available to the PRGF. Each year, the IMF provides an estimate of the expected demand for Canadian lending. The actual amount lent will vary from this estimate due to changes in exchange rates, fluctuations in demand by PRGF borrowers, and planning decisions between the IMF and other PRGF lenders.

3. In previous DPRs, the “Total Authorities” and “Actual” figures excluded certain statutory items for easier historical comparison. The items included net loss on exchange and payments of liabilities previously transferred to revenues. These items, which are part of the corporate administration business line, have been distributed along with the remaining corporate administration activity to the Department’s 10 program activities for the 2002–03 and 2003–04 actual figures and for the “Total Authorities” and “Actual” for 2004–05.

4. In the *2004–05 Report on Plans and Priorities*, the planned FTEs of 813 did not include public debt FTEs (21) or Canada Investment and Savings Agency FTEs (31). These have been included in the DPR planned FTEs to properly reflect the total FTEs for the department of 866.

## Table 2: Use of Resources by Program Activity

The following table details how resources are used in the 2004–05 fiscal year showing the budgetary and non-budgetary items by program activity.

2004–05 (\$ thousands)							
Budgetary						Plus Non-budgetary	
Operating	Grants and Contributions & Other Transfer Payments	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures	Loans, Investments and Advances	Total	
Tax Policy							
Main Estimates	29,927						
		29,927	205	29,722		29,722	
<i>Planned Spending</i>	29,927	29,927	205	29,722		29,722	
<b>Total Authorities</b>	<b>32,638</b>	<b>11</b>	<b>32,649</b>	<b>205</b>	<b>32,445</b>	<b>32,445</b>	
<i>Actual Spending</i>	<i>32,001</i>	<i>11</i>	<i>32,012</i>	<i>118</i>	<i>31,893</i>	<i>31,893</i>	
Economic and Fiscal Policy							
Main Estimates	14,053						
		14,053	96	13,957		13,957	
<i>Planned Spending</i>	14,053	14,053	96	13,957		13,957	
<b>Total Authorities</b>	<b>15,377</b>	<b>7</b>	<b>15,384</b>	<b>96</b>	<b>15,288</b>	<b>15,288</b>	
<i>Actual Spending</i>	<i>15,624</i>	<i>7</i>	<i>15,631</i>	<i>56</i>	<i>15,576</i>	<i>15,576</i>	
Financial Sector Policy <sup>1</sup>							
Main Estimates	13,932						
		13,932	95	13,837		13,837	
<i>Planned Spending</i>	13,932	13,932	95	13,837		13,837	
<b>Total Authorities</b>	<b>83,986</b>	<b>14</b>	<b>84,000</b>	<b>95</b>	<b>83,905</b>	<b>89,905</b>	
<i>Actual Spending</i>	<i>14,766</i>	<i>14</i>	<i>14,780</i>	<i>55</i>	<i>14,725</i>	<i>20,725</i>	

2004-05 (\$ thousands)						
Budgetary					Plus Non-budgetary	
Operating	Grants and Contributions & Other Transfer Payments	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures	Loans, Investments and Advances	Total
<b>Economic Development and Corporate Finance</b>						
Main Estimates	7,908	7,908	54	7,854		7,854
<i>Planned Spending</i>	7,908	7,908	54	7,854		7,854
<b>Total Authorities</b>	<b>14,033</b>	<b>2</b>	<b>14,036</b>	<b>54</b>	<b>13,981</b>	<b>13,981</b>
<i>Actual Spending</i>	12,125	2	12,128	31	12,096	12,096
<b>Federal-Provincial Relations and Social Policy</b>						
Main Estimates	10,265	10,265	70	10,195		10,195
<i>Planned Spending</i>	10,265	10,265	70	10,195		10,195
<b>Total Authorities</b>	<b>11,218</b>	<b>3</b>	<b>11,221</b>	<b>70</b>	<b>11,151</b>	<b>11,151</b>
<i>Actual Spending</i>	11,432	3	11,221	41	11,394	11,394
<b>International Trade and Finance</b>						
Main Estimates	14,552	14,552	100	14,452		14,452
<i>Planned Spending</i>	14,552	14,552	100	14,452		14,452
<b>Total Authorities</b>	<b>15,844</b>	<b>4</b>	<b>15,848</b>	<b>100</b>	<b>15,748</b>	<b>15,748</b>
<i>Actual Spending</i>	14,992	4	14,996	58	14,938	14,938
<b>Public Debt</b>						
Main Estimates	36,200,000	36,200,000		36,200,000		36,200,000
<i>Planned Spending</i>	35,400,000	35,400,000		35,400,000		35,400,000

2004–05 (\$ thousands)							
Budgetary					Plus Non-budgetary		
	Operating	Grants and Contributions & Other Transfer Payments	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures	Loans, Investments and Advances	Total
<b>Total Authorities</b>	33,869,946		33,869,946		33,869,946		33,869,946
<i>Actual Spending</i>	33,869,946		33,869,946		33,869,946		33,869,946
<b>Domestic Coinage</b>							
Main Estimates	48,000		48,000		48,000		48,000
<i>Planned Spending</i>	64,600		64,600		64,600		64,600
<b>Total Authorities</b>	63,993		63,993		63,993		63,993
<i>Actual Spending</i>	63,993		63,993		63,993		63,993
<b>Transfer payments to provinces and territories</b>							
Main Estimates		31,555,000	31,555,000		31,555,000		31,555,000
<i>Planned Spending</i>		30,600,000	30,600,000		30,600,000		30,600,000
<b>Total Authorities</b>		37,779,444	37,779,444		37,779,444		37,779,444
<i>Actual Spending</i>		37,746,615	37,746,615		37,746,615		37,746,615
<b>International Financial Organizations<sup>2</sup></b>							
Main Estimates		1,116,620	1,116,620		1,116,620	132,275	1,248,895
<i>Planned Spending</i>		1,116,620	1,116,620		1,116,620	132,275	1,248,895
<b>Total Authorities</b>	734,752	1,221,696	1,956,448		1,956,448	360,076	2,316,524
<i>Actual Spending</i>	734,752	453,378	1,188,130		1,188,130	265,928	1,454,058

Note: Due to rounding figures may not add to totals shown.

1. “Total Authorities” for the Financial Sector Policy (FSP) program activity includes an amount of \$68,572,000 in payments to depositors of Canadian Commercial Bank, CCB Mortgage Investment Corporation, and Northland Bank pursuant to the *Financial Institutions Depositors Compensation Act*. This is a statutory item that was not included in the “Main Estimates” or the “Planned Spending” for 2004–05, and there was no payment made against this authority for 2004–05 or the past two fiscal years. This item is reflected under “Special Projects” in the *2004–05 Public Accounts of Canada*. It is appropriately reflected here under the FSP program activity.

The FSP program activity authority and actual figures also includes an amount of \$6.0 million for advances pursuant to section 13(1) of the *Financial Consumer Agency of Canada Act*. The total authority and actual for the advances are reflected under “Special Projects” in the *2004–05 Public Account of Canada*. They are appropriately shown here under the FSP program activity.

2. The total authority and actual spending for the International Financial Organizations (IFO) program activity includes \$734,752,000 for the net loss on exchange appropriations not required for the current year. These amounts are reflected under the corporate administration business line in the *2004–05 Public Accounts of Canada*. They are appropriately shown here under the IFO program activity. These statutory amounts were not included in the “Main Estimates” or “Planned Spending” for 2004–05.

The variance for IFO is mainly due to “Grants and Contributions” under Vote 5 not being fully disbursed to HIPC’s, as there were some delays in HIPC’s reaching completion points and therefore not qualifying for debt relief. As well, the agreement between Canada and the IMF sets the total amount that Canada will make available to the PRGF. Each year, the IMF provides an estimate of the expected demand for Canadian lending. The actual amount lent will vary from this estimate due to changes in exchange rates, fluctuations in demand by PRGF borrowers, and planning decisions between the IMF and other PRGF lenders.

## Table 3: Voted and Statutory Items

The following table explains the way Parliament votes resources to the Department, including voted appropriations and statutory authorities for both budgetary and non-budgetary items. Parliament approves the voted funding and the statutory information is provided for information purposes.

Vote or Statutory Item	Truncated Vote or Statutory Wording	2004–05 (\$ thousands)			
		Main Estimates	Planned Spending	Total Authorities	Actual
1	Operating Expenditures	77,821	77,821	89,363	86,050
5	Grants and Contributions <sup>1</sup>	816,000	816,000	850,400	153,176
15	Transfer Payments to Territorial Governments	1,785,000	1,800,000	1,907,103	1,874,275
(S)	Transfer Payments to Territorial Governments	—	—	88,115	88,115
(S)	Minister of Finance—Salary and motor car allowance	70	70	70	70
(S)	Contributions to employee benefit plans	12,126	12,126	13,140	13,140
(S)	Payments to International Development Association	292,420	292,420	292,420	292,420
(S)	Payments to the International Monetary Fund's Poverty Reduction and Growth Facility <sup>2</sup>	8,200	8,200	78,917	7,823
(S)	Purchase of Domestic Coinage	48,000	64,600	63,993	63,993
(S)	Payments pursuant to the <i>Halifax Relief Commission Pension Commission Act</i>	—	—	21	21
(S)	Payments to depositors of Canadian Commercial Bank, CCB Mortgage Investment Corporation, and Northland Bank pursuant to the <i>Financial Institutions Depositors Compensation Act</i> <sup>3</sup>	—	—	68,572	—
(S)	Payments of liabilities previously transferred to revenues	—	—	1,457	1,457

Vote or Statutory Item	Truncated Vote or Statutory Wording	2004–05 (\$ thousands)			
		Main Estimates	Planned Spending	Total Authorities	Actual
(S)	Refunds of amounts credited to the revenues in previous years	—	—	200	200
(S)	Spending of proceeds from the disposal of surplus Crown assets	—	—	10	—
(S)	Net loss on exchange	—	—	734,752	734,752
(S)	Public Debt—Interest and Other Costs	36,200,000	35,400,000	33,869,589	33,869,589
(S)	Statutory Subsidies (Constitution Acts, 1867–1982, and other Statutory Authorities)	31,000	32,000	31,818	31,818
(S)	Fiscal Equalization (Part I, <i>Federal-Provincial Fiscal Arrangements Act</i> )	10,884,000	9,917,000	10,761,818	10,761,818
(S)	Canada Health Transfer (Part V.1, <i>Federal-Provincial Fiscal Arrangements Act</i> )	12,650,000	12,650,000	13,650,000	13,650,000
(S)	Canada Social Transfer (Part V.1, <i>Federal-Provincial Fiscal Arrangements Act</i> )	7,825,000	7,900,000	7,900,000	7,900,000
(S)	Health Reform Transfer (Part V.1, <i>Federal-Provincial Fiscal Arrangements Act</i> )	1,500,000	1,500,000	1,500,000	1,500,000
(S)	Youth Allowances Recovery ( <i>Federal-Provincial Fiscal Revision Act</i> , 1964)	(570,000)	(579,000)	(604,094)	(604,094)
(S)	Alternative Payments for Standing Programs (Part VI, <i>Federal-Provincial Fiscal Arrangements Act</i> )	(2,550,000)	(2,620,000)	(2,746,317)	(2,746,317)
(S)	Payment to the 2004 Public Health and Immunization Trust	—	—	400,000	400,000
(S)	The Wait Times Reduction Transfer Trusts	—	—	4,250,000	4,250,000
(S)	One-time payments to Saskatchewan related to equalization	—	—	120,000	120,000

Vote or Statutory Item	Truncated Vote or Statutory Wording	2004–05 (\$ thousands)			
		Main Estimates	Planned Spending	Total Authorities	Actual
(S)	Payment to Nova Scotia related to equalization	—	—	21,000	21,000
(S)	Diagnostic and Medical Equipment	—	—	500,000	500,000
(L10)	Issuance and payment of demand notes to the International Development Association	—	—	230,134	230,134
(S)	Issuance of demand notes to the European Bank for Reconstruction and Development—Capital Subscriptions	10,228	10,228	6,535	6,535
(S)	Payments and encashment of notes issued to the European Bank for Reconstruction and Development—Capital Subscriptions	17,047	17,047	9,956	9,956
(S)	Issuance of loans to the International Monetary Fund's Poverty Reduction and Growth Facility (PRGF) <sup>4</sup>	105,000	105,000	113,451	19,302
(S)	Advances pursuant to subsection 13(1) of the <i>Financial Consumer Agency of Canada Act</i>	—	—	6,000	6,000
<b>Total</b>		<b>69,141,912</b>	<b>67,403,512</b>	<b>74,208,424</b>	<b>73,241,234</b>

Note: Due to rounding, figures may not add to totals shown.

1. The variance in Vote 5, "Grants and Contributions," is mainly due to delays in HIPC's reaching completion points and therefore not qualifying for debt relief.

2. The "Total Authorities" for the payments to the IMF's PRGF includes an amount of \$83,096,000, which was carried forward from the 2003–04 fiscal year. The payments to the IDA have a total limit of 225,000,000 SDR. Unused authority is converted into Canadian dollar at the exchange available at the beginning of the year and carried forward to the next fiscal year. There is a total of \$71,094,000 carried forward and available for use in subsequent years.

3. This statutory authority is for payments to depositors of the banking institutions that failed during the 1980s. There were no payments against this authority in 2004–05 or the past two fiscal years.

4. The agreement between Canada and the IMF sets the total amount that Canada will make available to the PRGF. Each year, the IMF provides an estimate of the expected demand for Canadian lending. The actual amount lent will vary from this estimate due to changes in exchange rates, fluctuations in demand by PRGF borrowers, and planning decisions between the IMF and other PRGF lenders.

## Table 4: Net Cost of the Department

The following table represents the net cost of the Department. It begins with the actual spending plus services received without charge less non-responsible revenue to arrive at the net cost for 2004–05.

(\$ thousands)	2004–05
Total Actual Spending	73,241,234
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada	9,150
Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board (excluding revolving funds)	4,920
Worker's compensation coverage provided by HRSDC	1
Salary and associated expenditures of legal services provided by the Department of Justice Canada	3,884
<i>Less: Non-responsible Revenue</i>	6,755,020
<b>2004–05 Net cost of Department</b>	<b>66,504,169</b>

## Table 5: Contingent Liabilities

The following table summarizes the contingent liabilities that the Department had outstanding at the end of each fiscal year.

Contingent Liabilities	(\$ Thousands)	
	March 31, 2004	March 31, 2005
<i>Loan Guarantees</i>	13,361,576	12,243,732
<i>Claims, Pending and Threatened Litigation</i>	127,000	127,000
<b>Total</b>	<b>13,488,576</b>	<b>12,370,732</b>

## Table 6: Loans, Investments, and Advances (Non-budgetary)

The following table provides details by program activity on non-budgetary items for which the Department is responsible.

(\$ thousands)	2004-05					
	Actual 2002-03	Actual 2003-04	Main Estimates	Planned Spending	Total Authorities	Actual
<b>International Financial Organizations</b>						
Issuance and payment of demand notes to the International Development Association	230,133	230,133	—	—	230,134	230,134
Issuance of demand notes to the European Bank for Reconstruction and Development—Capital Subscriptions	7,718	7,086	10,228	10,228	6,535	6,535
Payments and encashment of notes issues to the European Bank for Reconstruction and Development—Capital Subscriptions	11,576	9,846	17,047	17,047	9,956	9,956
Issuance of loans to the IMF's PRGF <sup>1</sup>	131,251	41,797	105,000	105,000	113,451	19,303
<b>Financial Sector Policy</b>						
Advances pursuant to section 13(1) of the <i>Financial Consumer Agency of Canada Act</i>	4,050	6,000	—	—	6,000	6,000
<b>Total</b>	<b>384,728</b>	<b>294,862</b>	<b>132,275</b>	<b>132,275</b>	<b>366,076</b>	<b>271,928</b>

1. The agreement between Canada and the IMF sets the total amount that Canada will make available to the PRGF. Each year, the IMF provides an estimate of the expected demand for Canadian lending. The actual amount lent will vary from this estimate due to changes in exchange rates, fluctuations in demand by PRGF borrowers, and planning decisions between the IMF and other PRGF lenders.

## Table 7: Sources of Respendable and Non-respendable Revenue

The following table identifies the sources of respendable and non-respendable revenue at the program activity level.

### Respendable revenue

(\$ thousands)	Actual 2002-03	Actual 2003-04	2004-05			
			Main Estimates	Planned Revenue	Total Authorities	Actual
Tax Policy						
Sale of departmental documents	3,519	3,884	205	205	205	118
Economic and Fiscal Policy						
Sale of departmental documents	1,947	1,973	96	96	96	56
Financial Sector Policy						
Sale of departmental documents	2,047	1,622	95	95	95	55
Economic Development and Corporate Finance						
Sale of departmental documents	1,109	1,179	54	54	54	31
Federal-Provincial Relations and Social Policy						
Sale of departmental documents	1,349	1,436	70	70	70	41
International Trade and Finance						
Sale of departmental documents	1,781	1,949	100	100	100	58
Total Respendable Revenue	11,753	12,042	620	620	620	359

**Non-respendable revenue**

(\$ thousands)	2004-05			
	Actual 2002-03	Actual 2003-04	Planned Revenue	Actual
<b>Tax Policy</b>				
Refunds of previous years' expenditures—				
Refund of salaries, goods, and services	147	53	—	21
Adjustments to previous years' payables	—	276	—	237
Sale of other publications	46	18	—	26
Fees—Access to Information	3	2	—	2
Other fees and charges—Sundries	3,482	3,874	—	104
Proceeds from the disposal of Crown assets	3	0.2	—	3
Ottawa Civil Recreational Association	1	0.34	—	0.33
<b>Economic and Fiscal Policy</b>				
Refunds of previous years' expenditures—				
Refund of salaries, goods and services	81	27	—	10
Adjustments to previous years' payables	—	140	—	111
Sale of other publications	25	9	—	12
Fees—Access to Information	2	1	—	1
Other fees and charges—Sundries	1,927	1,968	—	49
Proceeds from the disposal of Crown assets	2	0.10	—	1
Ottawa Civil Recreational Association	0.33	0.17	—	0.16
<b>Financial Sector Policy</b>				
Cash and accounts receivable—Cash—				
Chartered Banks	12,743	17,297	—	15,827
Cash and accounts receivable—Cash—				
Short-term deposits	165,219	227,550	—	188,087
Cash and accounts receivable—Cash—				
Receiver General balance at the Bank of Canada	—	38,792	—	34,639
Loans, investments, and advances—Bank of Canada—Transfer of profit	1,807,548	1,753,889	—	1,695,959
Loans, investments and advances— <i>United Kingdom Financial Agreement Act, 1946</i> , Deferred Interest	3,276	2,521	—	1,767

(\$ thousands)	2004-05			
	Actual 2002-03	Actual 2003-04	Planned Revenue	Actual
Loans, investments and advances—Financial Consumer Agency of Canada	158	131	—	97
Other Accounts—Natural Resources— Natural Resources Revolving Fund	—	218	—	—
Other Accounts—Public Works and Government Services—Consulting and Audit Canada Revolving Fund	188	—	—	79
Other Accounts—Solicitor General— Correctional Services, CORCAN Revolving Fund	3,175	—	—	—
Miscellaneous non-tax revenues—Transfer from the following accounts, which were unclaimed or outstanding for ten years or more: Outstanding Imprest Account, Unclaimed cheques	41,392	33,187	—	32,909
Miscellaneous non-tax revenues—Unclaimed balances received from Bank of Canada in respect of chartered banks	4,272	3,759	—	3,675
Miscellaneous non-tax revenues—Mortgage Interest Premium	3,653	5,194	—	7,171
Miscellaneous non-tax revenues—Sundries	237	129	—	134
Refunds of previous years' expenditures— Refund of salaries, goods, and services	85	22	—	10
Adjustments to previous years' payables	—	115	—	110
Sale of other publications	27	8	—	12
Fees—Access to Information	2	1	—	1
Other fees and charges—Sundries	2,026	1,617	—	48
Proceeds from the disposal of Crown assets	2	0.08	—	1
Ottawa Civil Recreational Association	0.35	0.14	—	0.15
<b>Economic Development and Corporate Finance</b>				
Loans, investments, and advances— Canada Development Investment Corporation—Dividend	40,000	119,000	—	164,000
Loans, investment and advances— Petro-Canada Dividend	19,756	22,226	—	14,817

(\$ thousands)	2004-05			
	Actual 2002-03	Actual 2003-04	Planned Revenue	Actual
Miscellaneous non-tax revenues—Sale of real property to Canada Lands Company Limited	8,185	3,853	—	2,268
Miscellaneous non-tax revenues—Sale of Crown Corporations	—	—	—	2,561,657
Refunds of previous years' expenditures—Refund of salaries, goods, and services	46	16	—	5
Adjustments to previous years' payables	—	84	—	63
Sale of other publications	14	6	—	7
Fees—Access to Information	1	1	—	1
Other fees and charges—Sundries	1,097	1,176	—	27
Proceeds from the disposal of Crown assets	1	0.06	—	1
Ottawa Civil Recreational Association	0.19	0.10	—	0.09
<b>Federal Provincial Relations and Social Policy</b>				
Refunds of previous years' expenditures—Refund of salaries, goods, and services	56	20	—	7
Adjustments to previous years' payables	—	102	—	81
Sale of other publications	18	7	—	9
Fees—Access to Information	1	1	—	1
Other fees and charges—Sundries	1,335	1,432	—	36
Proceeds from the disposal of Crown assets	1	0.07	—	1
Ottawa Civil Recreational Association	0.23	0.13	—	0.11
<b>International Trade and Finance</b>				
Refunds of previous years' expenditures—Refund of salaries, goods, and services	74	27	—	10
Adjustments to previous years' payables	—	138	—	115
Sale of other publications	23	9	—	13
Fees—Access to Information	1	1	—	1
Other fees and charges—Sundries	1,763	1,944	—	50
Proceeds from the disposal of Crown assets	2	0.10	—	2
Ottawa Civil Recreational Association	0.30	0.17	—	0.16

(\$ thousands)	2004-05			
	Actual 2002-03	Actual 2003-04	Planned Revenue	Actual
<b>Public Debt</b>				
Transfer from matured debt outstanding	2,588	4,536	—	4,617
<b>Domestic Coinage</b>				
Domestic Coinage	162,710	79,647	106,300	110,569
<b>Transfer Payments to Provinces and Territories</b>				
Loans, investments, and advances— Federal-Provincial fiscal arrangements	59	59	—	59
Loans, investments, and advances— Municipal Development and Loan Board	666	470	—	307
<b>International Financial Organizations</b>				
Foreign Exchange Accounts—international reserves held in the exchange Fund Account—Transfer of profit	3,231,166	2,386,397	—	1,758,068
Foreign Exchange Accounts—IMF— Subscriptions—Transfer of Profit	93,091	71,030	—	69,541
Loans, investments, and advances—IMF—PRGF	30,930	21,616	—	17,393
Loans, investments and advances—Thailand Financial Assistance Loan	7,448	383	—	—
Net gain on exchange	193,909	121,681	—	70,190
<b>Total Non-respendable Revenue</b>	<b>5,844,666</b>	<b>4,926,660</b>	<b>106,300</b>	<b>6,755,020</b>

## Table 8: Resource Requirements by Branch

The following table presents the distribution of funding to the Department at the branch level.

2004-05 (\$ thousands)											
Branch	Program Activities										
	Tax Policy	Economic and Fiscal Policy	Financial Sector Policy <sup>1</sup>	Economic Development and Corporate Finance	Federal-Provincial Relations and Social Policy	International Trade and Finance	Public Debt	Domestic Coinage	Transfer Payments to Provinces and Territories	International Financial Organizations <sup>2</sup>	Total
Tax Policy											
Main Estimates	29,722										29,722
Planned Spending	29,722										29,722
Total Authorities	32,445										32,445
Actual Spending	31,893										31,893
Economic and Fiscal Policy											
Main Estimates		13,957									13,957
Planned Spending		13,957									13,957
Total Authorities		15,288									15,288
Actual Spending		15,576									15,576
Financial Sector Policy <sup>1</sup>											
Main Estimates			13,837				36,200,000	48,000			36,261,837
Planned Spending			13,837				35,400,000	64,600			35,478,447
Total Authorities			89,905				33,869,946	63,993			34,023,844
Actual Spending			20,725				33,869,946	63,993			33,954,664
Economic Development and Corporate Finance											
Main Estimates				7,854							7,854
Planned Spending				7,854							7,854
Total Authorities				13,981							13,981
Actual Spending				12,096							12,096
Federal-Provincial Relations and Social Policy											
Main Estimates					10,195				31,555,000		31,565,195
Planned Spending					10,195				30,600,000		30,610,195
Total Authorities					11,151				37,779,444		37,790,595
Actual Spending					11,394				37,746,615		37,758,009

## 2004-05 (\$ thousands)

## Program Activities

Branch	Federal-Provincial Relations and Social Policy						Transfer Payments to Provinces and Territories	International Financial Organizations <sup>2</sup>	Total
	Tax Policy	Economic and Fiscal Policy	Financial Sector Policy <sup>1</sup>	Economic Development and Corporate Finance	International Trade and Finance	Public Debt	Domestic Coinage		
International Trade and Finance									
Main Estimates					14,452			1,248,895	1,263,347
Planned Spending					14,452			1,248,895	1,263,347
Total Authorities					15,748			2,316,524	2,332,272
Actual Spending					14,939			1,454,058	1,468,997

Note: Due to rounding, figures may not add to totals shown.

1. "Total Authorities" for the Financial Sector Policy (FSP) program activity includes an amount of \$68,572,000 in payments to depositors of Canadian Commercial Bank, CCB Mortgage Investment Corporation, and Northland Bank pursuant to the *Financial Institutions Depositors Compensation Act*. This is a statutory item that was not included in the "Main Estimates" or the "Planned Spending" for 2004-05, and there was no payment made against this authority for 2004-05 or the past two fiscal years. This item is reflected under "Special Projects" in the 2004-05 *Public Accounts of Canada*. It is appropriately reflected here under the FSP program activity.

The FSP program activity authority and actual figures also includes an amount of \$6.0 million for advances pursuant to section 13(1) of the *Financial Consumer Agency of Canada Act*. The total authority and actual for the advances are reflected under "Special Projects" in the 2004-05 *Public Accounts of Canada*. They are appropriately shown here under the FSP program activity.

2. The total authority and actual spending for the International Financial Organizations (IFO) program activity includes \$734,752,000 for the net loss on exchange appropriations not required for the current year. These amounts are reflected under the corporate administration business line in the 2004-05 *Public Accounts of Canada*. They are appropriately shown here under the IFO program activity. These statutory amounts were not included in the "Main Estimates" or "Planned Spending" for 2004-05.

The variance for IFO is mainly due to "Grants and Contributions" under Vote 5 not being fully disbursed to HIPC's, as there were some delays in HIPC's reaching completion points and therefore not qualifying for debt relief. As well, the agreement between Canada and the IMF sets the total amount that Canada will make available to the PRGF. Each year, the IMF provides an estimate of the expected demand for Canadian lending. The actual amount lent will vary from this estimate due to changes in exchange rates, fluctuations in demand by PRGF borrowers, and planning decisions between the IMF and other PRGF lenders.

**Table 9A: 2004-05 User Fee Reporting Template—User Fees Act**

The following table reports on the user fees administered by the Department.

		2004-05				Planning Years					
A. User Fee	Fee Type	Fee Setting Authority	Date Last Modified	Forecast Revenue (\$000)	Actual Revenue (\$000)	Full Cost (\$000)	Performance Standard	Performance Results	Fiscal Year	Forecast Revenue (\$000)	Estimated Full Cost (\$000)
Fees charged for the processing of access requests filed under the <i>Access to Information Act</i>	O	<i>Access to Information Act</i>	1992	6	7	732	Framework under development by the Treasury Board of Canada Secretariat (the Secretariat)	Statutory deadlines met 77.4% of the time	2005-06 2006-07 2007-08	8 8.5 9	902 902 902
<b>B. Date last modified:</b> Not applicable.											
<b>C. Other information:</b> It is the Department's practice to waive fees when the fee is less than \$25. Exceptionally, when the circumstances warrant it additional fees may be waived.											

**Table 9B: 2004–05 User Fee Reporting Template—*Policy on Service Standards for External Fees***

A. External Fee	Service Standard	Performance Result	Stakeholder Consultation
Fees charged for the processing of access requests filed under the <i>Access to Information Act</i>	Framework under development by the Secretariat  More info: <a href="http://laws.justice.gc.ca/en/a-1/8.html">http://laws.justice.gc.ca/en/a-1/8.html</a>	Statutory deadlines met 77.4% of the time	The service standard is established by the <i>Access to Information Regulations</i> . Consultations with stakeholders were undertaken for amendments done in 1986 and 1992.

**B. Other information:**

The Department received three delay complaints in 2004–05. Two have been resolved, and the Department is awaiting the decision of the Office of the Information Commissioner for the one that is pending.

## Table 10: Major Regulatory Initiatives

Please note that the first two columns of the following table are taken directly from the Department's 2004–05 Report on Plans and Priorities.

Regulations	Planned Results	Performance measurement criteria	Results achieved
Legislation will be introduced to update the corporate governance provisions in the financial institutions statutes, taking into account the passage of Bill S-11 (amendments to the <i>Canada Business Corporations Act</i> ) and recent developments in the corporate sector more broadly.	Legislation/regulations will be developed.	Introduction of legislation	By the end of March 2005 the legislation was almost ready for introduction. Budget 2005 committed to the introduction of the legislation in the spring.
<i>Customs Tariff</i> —The Tariff contains a number of provisions that allow the government to respond to the competitive needs of Canadian industry and to enforce Canada's rights and meet its obligations under international agreements and arrangements to which Canada is a party.	Through the use of orders and regulations, the government will continue to respond to the competitive needs of Canadian industry and will enforce Canada's rights and meet its obligations under international agreements and arrangements.	Timely and effective responses to requests for tariff relief on inputs used in the manufacturing and service sectors. Appropriate use of trade remedy measures.	The government has implemented a number of tariff measures, including elimination of tariffs on a range of input goods and simplified NAFTA rules of origin for certain products.
<i>Excise Tax Act</i> and related regulations under Part IX of the Act (GST/HST)—Amendments to the <i>Excise Tax Act</i> and regulations made under Part IX of the Act are required from time to time to address emerging policy or technical issues.	The government will propose several technical amendments that were previously announced in press releases. They include amendment in respect of social workers' services, returnable container rules, and transactions involving agents and suppliers, including bad debt deductions.	Release of GST/HST amendments to address emerging policy or technical issues. Prepare legislation and related material to implement GST/HST amendments through various legislative vehicles and support the parliamentary process.	Amendments related to the GST/HST received Royal Assent as part of the <i>Budget Implementation Act 2004</i> , including the 100-per-cent GST rebate for municipalities. GST/HST amendments were proposed as part of the 2005 budget, including the measures related to the GST/HST health care rebate.

Regulations	Planned Results	Performance measurement criteria	Results achieved
			Draft legislation, explanatory notes and related briefing material in respect of technical amendments to the GST/HST have been prepared for tabling.
Equalization	Regulations specifying the calculation of payments under the Equalization program, effective 2004–05, will be finalized by the end of 2004–05.	Legislation set payments in lieu of regulations.	This objective was achieved as part of the implementation of and transition to the new framework.
	Interim regulations will be introduced to ensure that initial payments can be made.		This objective was achieved because legislation extending Equalization payments also extended regulations.
Implementation of tax treaties	In 2004, the government may introduce a bill to approve and implement new and amended income tax treaties between Canada and other countries.	Legislation produced.	Bill S-17: <i>An Act to implement an agreement, conventions and protocols concluded between Canada and Gabon, Ireland, Armenia, Oman and Azerbaijan for the avoidance of double taxation and the prevention of fiscal evasion</i> received Royal Assent on March 23, 2005.
Regulations emanating from Bill C-48 (Taxation of Resource Income)	The government plans to submit regulations for consideration and approval by the Governor in Council in 2004 in order to give effect to the measures in Bill C-48 (2003), which received Royal Assent on November 7, 2003.	Legislation produced.	Regulations have been developed and are expected to be published in the <i>Canada Gazette Part I</i> in 2005.

Regulations	Planned Results	Performance measurement criteria	Results achieved
2004 income tax legislation (2004 budget)	In 2004, the government plans to introduce a bill to implement income tax measures announced in the 2004 budget.	Legislation produced.	Bill C-30 received Royal Assent on May 14, 2004.  Bill C-33 is expected to receive Royal Assent in May 2005.
<i>An Act to Amend the Income Tax Act 2004</i> (technical bill)	On February 27, 2004, the government reissued the package of technical amendments that was released on December 20, 2003. The government plans to introduce in 2004 a bill to implement these measures, as modified by the 2004 release.	Legislation produced.	These amendments, combined with other outstanding measures related to foreign investment entities and non-resident trusts, will be re-released for consultation in July 2005. Tabling as a bill is expected in the fall of 2005. Amendments relating to foreign affiliates may be included in this bill or potentially in a separate bill, depending on the pace of consultations
The Budget Implementation Bill, 2004 will implement generally non-tax measures arising from the 2004 budget.	Bill C-30 was tabled on March 31, 2004.	Legislation produced.	Bill C-30 received Royal Assent on May 14, 2004.
<i>An Act to Amend the Income Tax Act, 2004 (Foreign Investment Entities and Non-resident Trusts)</i>	In 2004, the government plans to proceed with the October 2003 Ways and Means Motion to implement the 1999 budget proposals relating to Non-resident Trusts and Foreign Investment entities.	Legislation produced.	These amendments, combined with other outstanding technical amendments, will be re-released for consultation in July 2005. Tabling as a bill is expected in the fall of 2005.
2004 Income Tax proposals—other issues	The government plans, subject to the results of consultations, to re-release draft legislation relating to cross-border share-for-share exchanges in 2004. It also plans to release in the fall of 2004 draft legislation relating to the	Legislation produced.	It is expected that amendments related to these measures will be released in the summer or fall of 2005.

Regulations	Planned Results	Performance measurement criteria	Results achieved
	deductibility of interest and other expenses.		
Amendments to the <i>Excise Act, 2001</i>	Legislation to implement refinements to the new excise framework will be introduced in 2004.	Prepare legislation and related material to implement excise duties amendments through various legislative vehicles and support the parliamentary process.	Draft legislation, explanatory notes, and related briefing material in respect of technical amendments to the excise duties have been prepared for tabling.
Amendments to the <i>Air Travellers Security Charge Act</i>	In 2004, the government plans to introduce a bill to amend the <i>Air Travellers Security Charge Act</i> to implement the reduction in the charge announced in Budget 2004 and other technical amendments.	Draft legislation and prepare appropriate documentation to support the parliamentary process.	Bill C-33 is expected to receive Royal Assent in May 2005. Bill C-43 is expected to receive Royal Assent in June 2005.
Amendments to the <i>Proceeds of Crime (Money Laundering) and Terrorist Financing Act</i> and its regulations	Legislation/regulations will be introduced to respond to revised FATF recommendations following consultation.	Consultation paper expected to be released in June 2005.	Consultation paper expected to be released in June 2005.
Amendments to the <i>First Nations Goods and Services Tax Act</i> and other technical amendments	In 2004, the government may introduce amendments to the <i>First Nations Goods and Services Tax Act</i> to facilitate entering into taxation arrangements between the Government of Quebec and Indian Boards in Quebec. Other technical amendments could be made to that Act and to the <i>Income Tax Act</i> .	Legislation produced.	Bill C-33 is expected to receive Royal Assent in May 2005.

**Table 11: Details on Transfer Payments Programs (TPP)**

(\$ thousands)

1) Name of transfer payment program: Statutory Funding—Transfer Funding—Transfer Payments to Territorial Governments						
2) Start date: 1985	3) End date: Ongoing		4) Total funding: Bill C-24 changes the transfer payments to territorial governments from a voted item (Vote 15) to a statutory item.			
5) Description of transfer payment program: Provide cash payments to territorial governments to support their budgetary revenues.						
6) Objective(s), expected result(s), and outcomes: Provide territorial governments with resources to assist them in the provision of public services to their residents that are reasonably comparable to the public services provided by provincial governments, at reasonably comparable rates of taxation, while recognizing the unique circumstances in the territories.						
7) Achieved results or progress made: Timely and accurate payments are made to territories that meet all the legislative and regulatory requirements for these payments.						
	8) Actual Spending 2002–03	9) Actual Spending 2003–04	10) Planned Spending 2004–05	11) Total Authorities 2004–05	12) Actual Spending 2004–05	13) Variance(s) between 10 and 12
14) Program Activity: Transfer Payments to Provinces and Territories						
- Other Transfer Payments	1,503,849	1,792,054	1,800,000	1,995,218	1,962,390	(162,390)
17) Comments on variances:						
<ul style="list-style-type: none"><li>On October 26, 2004, the Government of Canada announced a new 10-year funding arrangement—the new framework for equalization and TFF—that will provide the territories with significant new funding. For 2004–05, new funding of \$133.0 million was provided under this agreement. Amounts were legislated in Bill C-24 (March 2005).</li><li>The announcement is on the Prime Minister of Canada’s Web site at <a href="http://pm.gc.ca/eng/news.asp?id=300">http://pm.gc.ca/eng/news.asp?id=300</a>.</li></ul>						
18) Significant evaluation findings and URL to last evaluation: An expert panel is studying the program and is scheduled to announce its findings in December 2005. Recent information about the panel is on the Department of Finance Canada Web site at <a href="http://www.fin.gc.ca/news05/05-020e.html">http://www.fin.gc.ca/news05/05-020e.html</a> . An internal audit was prepared in May 2002 and is available on the Department of Finance Canada Web site at <a href="http://www.fin.gc.ca/toce/2002/audit_transfers-e.html">http://www.fin.gc.ca/toce/2002/audit_transfers-e.html</a> .						

<b>1) Name of transfer payment program: Statutory Funding—Fiscal Equalization (Part I—Federal-Provincial Fiscal Arrangements Act)</b>		
2) Start date: 1957	3) End date: Ongoing	4) Total funding: Not applicable.
5) Description of transfer payment program: Provide payments to provincial governments, based on a formula that measures relative revenue-raising capacity in order to ensure that they have the resources required to provide public services. Equalization payments are unconditional; provinces can spend them as they see fit. In 2005–06, eight provinces will receive payments under this program.		

6) Objective(s), expected result(s), and outcomes: Provide provincial governments with resources to assist them in the provision of reasonably comparable public services to their residents at reasonably comparable levels of taxation.						
7) Achieved results or progress made: Timely and accurate payments are made to provinces that meet all the legislative and regulatory requirements for these payments.						
	8) Actual Spending 2002–03	9) Actual Spending 2003–04	10) Planned Spending 2004–05	11) Total Authorities 2004–05	12) Actual Spending 2004–05	13) Variance(s) between 10 and 12
14) Program Activity: Transfer Payments to Provinces and Territories						
<b>- Other Transfer Payments</b>	<b>10,560,152</b>	<b>7,445,576</b>	<b>9,917,000</b>	<b>10,761,818</b>	<b>10,761,818</b>	<b>(844,818)</b>
17) Comments on variances:						
<ul style="list-style-type: none"> <li>The official estimates computed in September and October 2004 showed a substantial decline from this original forecast. On October 26, 2004, the Government of Canada announced a new 10-year funding arrangement—the new framework for equalization and TFF. The new agreement will provide provinces with significant new funding. For 2004–05, new funding of \$1.321 billion was provided under this agreement. Amounts were legislated in Bill C-24 (March 2005).</li> <li>The announcement is on the Prime Minister of Canada's Web site at <a href="http://pm.gc.ca/eng/news.asp?id=300">http://pm.gc.ca/eng/news.asp?id=300</a>.</li> <li>Note that column 8 does not include \$140.0 million provided to Manitoba that was equalization-related. Column 11 includes \$150.0 million related to the renewal of program as per Budget 2004.</li> </ul>						
18) Significant evaluation findings and URL to last evaluation: An evaluation of this transfer program has not been completed. An expert panel is studying the program and is scheduled to announce its findings in December 2005. Recent information about the panel is on the Department of Finance Canada Web site at <a href="http://www.fin.gc.ca/news05/05-020e.html">http://www.fin.gc.ca/news05/05-020e.html</a> .						

1) Name of transfer payment program: Payment to Saskatchewan related to Equalization						
2) Start date: 2004		3) End date: 2005		4) Total funding: \$120.0 million		
5) Description of transfer payment program: Funding to Saskatchewan related to a problem with the measurement of Crown Leases (Oil and Gas) in the Equalization Program.						
6) Objective(s), expected result(s), and outcomes: Not applicable.						
7) Achieved results or progress made: Timely and accurate payments are made to the province that meet all the legislative and regulatory requirements for these payments.						
	8) Actual Spending 2002–03	9) Actual Spending 2003–04	10) Planned Spending 2004–05	11) Total Authorities 2004–05	12) Actual Spending 2004–05	13) Variance(s) between 10 and 12
14) Program Activity: Transfer Payments to Provinces and Territories						
- Other Transfer Payments	—	—	—	120,000	120,000	(120,000)
17) Comments on variances: The amount for 2004–05 was legislated in the 2004 budget bill (Bill C-30) and paid in June 2004.						

18) Significant evaluation findings and URL to last evaluation: An evaluation of this transfer program has not been completed.

**1) Name of transfer payment program: Statutory Funding—Canada Health Transfer (CHT)**

2) Start date: 2004	3) End date: Ongoing	4) Total funding: Not applicable.				
5) Description of transfer payment program: Provides equal per capita support for health care through cash and tax transfers to provincial and territorial governments. The CHT supports the government's commitment to maintain the national criteria and conditions of the <i>Canada Health Act</i> (comprehensiveness, universality, portability, accessibility, and public administration).						
6) Objective(s), expected result(s), and outcomes: Provide cash payments and tax transfers to support provincial and territorial budgetary revenues to allow provinces and territories to provide broadly comparable health care services consistent with the principles of the <i>Canada Health Act</i> .						
7) Achieved results or progress made: Timely and accurate payments are made to provinces and territories that meet all the legislative and regulatory requirements for these payments.						
	8) Actual Spending 2002–03	9) Actual Spending 2003–04	10) Planned Spending 2004–05	11) Total Authorities 2004–05	12) Actual Spending 2004–05	13) Variance(s) between 10 and 12
14) Program Activity: Transfer Payments to Provinces and Territories						
- Other Transfer Payments	18,600,000 (see note)	19,325,000 (see note)	12,650,000	13,650,000	13,650,000	(1,000,000)

17) Comments on variances:

- On September 16, 2004, the Government of Canada announced incremental funding of \$41.0 billion to provinces and territories in support of the 10-year Plan to Strengthen Health Care. For 2004–05 new funding of \$2.125 billion was provided under this agreement. The \$1.0 billion shown in Column 13 pertains to the 10-year Plan. Amounts were legislated in Bill C-39 (March 2005).
- The cash payment of \$13.7 billion does not include the value of the tax points transferred to provinces and territories. The value of the tax points was \$10.9 billion in 2004–05. This provision reflects transfers in 1967 and 1977 by the federal government of tax points to all provinces in place of certain direct cash transfers.
- The announcement is on the Prime Minister of Canada's Web site at <http://pm.gc.ca/eng/news.asp?id=260>.

18) Significant evaluation findings and URL to last evaluation: An internal audit of the Canada Health and Social Transfer (CHST) was prepared in May 2002 and is available on the Department of Finance Canada Web site at [http://www.fin.gc.ca/toce/2002/audit\\_transfers-e.html](http://www.fin.gc.ca/toce/2002/audit_transfers-e.html)

Note: For completeness only, the amount for the Canada Health and Social Transfer (CHST) is shown under the CHT for 2002–03 and 2003–04. The CHST was split into the Canada Health Transfer and Canada Social Transfer on April 1, 2004.

**1) Name of transfer payment program: Statutory Funding—Canada Social Transfer (CST)**

2) Start date: 2004	3) End date: Ongoing	4) Total funding: Not applicable.
5) Description of transfer payment program: Provide equal per capita support through cash payments and tax transfers to provinces and territories to assist them in financing post-secondary education, social assistance, and social services, including early childhood development and early learning and child care services. The CST gives provinces and territories the flexibility to allocate payments among supported areas according to their own priorities, and supports the government's commitment to prohibit minimum residency requirements for social assistance.		

6) Objective(s), expected result(s), and outcomes: Provide cash payments and tax transfers to support provincial and territorial budgetary revenues to allow provinces and territories to provide broadly comparable social services, social assistance and post-secondary education.						
7) Achieved results or progress made: Timely and accurate payments are made to provinces and territories that meet all the legislative and regulatory requirements for these payments.						
	8) Actual Spending 2002–03	9) Actual Spending 2003–04	10) Planned Spending 2004–05	11) Total Authorities 2004–05	12) Actual Spending 2004–05*	13) Variance(s) between 10 and 12
14) Program Activity: Transfer Payments to Provinces and Territories						
<b>- Other Transfer Payments</b>	<b>See note</b>	<b>See note</b>	<b>7,900,000</b>	<b>7,900,000</b>	<b>7,900,000</b>	<b>—</b>
17) Comments on variances: Not Applicable.						
18) Significant evaluation findings and URL to last evaluation: An internal audit of the Canada Health and Social Transfer (CHST) was prepared in May 2002 and is available on the Department of Finance Canada Web site at <a href="http://www.fin.gc.ca/toce/2002/audit_transfers-e.html">http://www.fin.gc.ca/toce/2002/audit_transfers-e.html</a> .						
Note: For completeness only, the amount for the CHST is shown under the Canada Health Transfer for 2002–03 and 2003–04. The CHST was split into the Canada Health Transfer and Canada Social Transfer on April 1, 2004.						
*The cash payment of \$7.9 billion does not include the value of tax points transferred to provinces and territories. The value of the tax points was \$6.7 billion in 2004–05. This provision reflects transfers in 1967 and 1977 by the federal government of tax points to all provinces in place of certain direct cash transfers.						

**1) Name of transfer payment program: Statutory Funding—Health Reform Transfer (HRT)**

2) Start date: April 1, 2003		3) End date: March 31, 2005		4) Total funding: \$1.5 billion in 2004–05		
5) Description of transfer payment program: Provide cash payments to provinces and territories in order to help accelerate reform in priority areas identified in the 2003 <i>First Ministers Accord on Health Care Renewal</i> —primary health care, home care, and catastrophic drug coverage.						
6) Objective(s), expected result(s), and outcomes: Provinces and territories will be able to accelerate reform of primary health care, home care, and catastrophic drug coverage. This transfer is to be included in the CHT beginning 2005–06.						
7) Achieved results or progress made: Timely and accurate payments are made to provinces and territories that meet all the legislative and regulatory requirements for these payments.						
	8) Actual Spending 2002–03	9) Actual Spending 2003–04	10) Planned Spending 2004–05	11) Total Authorities 2004–05	12) Actual Spending 2004–05	13) Variance(s) between 10 and 12
14) Program Activity: Transfer Payments to Provinces and Territories						
- Other Transfer Payments	—	1,000,000	1,500,000	1,500,000	1,500,000	—
17) Comments on variances: Not applicable.						
18) Significant evaluation findings and URL to last evaluation: An evaluation of this transfer program has not been completed.						

1) Name of transfer payment program: Statutory Funding—Statutory Acts, 1867–1982, and other statutory authorities)						
2) Start date: 1867		3) End date: Ongoing		4) Total funding: Not applicable.		
5) Description of transfer payment program: Provide a source of revenue to provinces to compensate them for revenues lost on joining Confederation, and to support provincial governments and legislatures.						
6) Objective(s), expected result(s), and outcomes: Transfer resources to provinces in accordance with the Constitution Act of 1867 and that of 1982, as well as other constitutional documents and statutes in support of financing provincial operations.						
7) Achieved results or progress made: Timely and accurate payments are made to provinces that meet all the legislative and regulatory requirements for these payments.						
	8) Actual Spending 2002–03	9) Actual Spending 2003–04	10) Planned Spending 2004–05	11) Total Authorities 2004–05	12) Actual Spending 2004–05	13) Variance(s) between 10 and 12
14) Program Activity: Transfer Payments to Provinces and Territories						
- Other Transfer Payments	31,141	31,734	32,000	31,818	31,818	182
17) Comments on variances: Not applicable.						
18) Significant evaluation findings and URL to last evaluation: An evaluation of this transfer program has not been completed.						

1) Name of transfer payment program: Payment to Nova Scotia Related to Equalization						
2) Start date: 2004		3) End date: 2006		Total funding: \$25.0 million		
5) Description of transfer payment program: As part of Budget 2004, to provide cash payments to Nova Scotia equivalent to changing the start date of their equalization offset provision to 2000–01 (“resetting the clock”). This was in recognition that Nova Scotia’s Accord was triggered in 1993–94 by a small project, instead of an expected larger project and, consequently, the expected benefits of the provision never materialized.						
6) Objective(s), expected result(s), and outcomes: Not applicable.						
7) Achieved results or progress made: Timely and accurate payments are made to the province that meet all the legislative and regulatory requirements for these payments.						
	8) Actual Spending 2002–03	9) Actual Spending 2003–04	10) Planned Spending 2004–05	11) Total Authorities 2004–05	12) Actual Spending 2004–05	13) Variance(s) between 10 and 12
14) Program Activity: Transfer Payments to Provinces and Territories						
- Other Transfer Payments	—	—	—	21,000	21,000	(21,000)
17) Comments on variances: Not applicable. The amount for 2004–05 was legislated in the 2004 Budget Bill (Bill C-30) and paid in June 2004.						
18) Significant evaluation findings and URL to last evaluation: An evaluation of this transfer program has not been completed.						

1) Name of transfer payment program: Wait Times Reductions Transfer						
2) Start date: 2004	3) End date: March 31, 2014		4) Total funding: \$5.5 billion over 10 years			
5) Description of transfer payment program: Support to provinces and territories to reduce wait times in priority health areas. Payments for 2004–05 through to 2008–09 will be made through a \$4.25 billion third-party trust, with ongoing annual payments of \$250.0 million for 2009–10 to 2013–14.						
6) Objective(s), expected result(s), and outcomes: The funding will support provincial and territorial efforts to reduce wait times in priority areas. First Ministers agreed to report on progress made in reducing wait times.						
7) Achieved results or progress made: Timely and accurate payments are made to provinces and territories that meet all the legislative and regulatory requirements for these payments.						
	8) Actual Spending 2002–03	9) Actual Spending 2003–04	10) Planned Spending 2004–05	11) Total Authorities 2004–05	12) Actual Spending 2004–05	13) Variance(s) between 10 and 12
14) Program Activity: Transfer Payments to Provinces and Territories						
- Other Transfer Payments	—	—	—	4,250,000	4,250,000	(4,250,000)
17) Comments on variances:						
<ul style="list-style-type: none"><li>On September 16, 2004, the Government of Canada announced incremental funding of \$41.0 billion to provinces and territories in support of the 10-year Plan to Strengthen Health Care. This commitment included incremental funding of \$5.5 billion over 10 years to support provinces and territories' efforts to reduce wait times.</li><li>The amount shown represents the initial funding provided through a third-party trust fund to province and territories, providing flexibility to withdraw funding up to March, 31, 2009 in recognition of the different priorities and strategies of each jurisdiction with respect to wait times reduction. This commitment was legislated in Bill C-39.</li><li>The announcement is on the Prime Minister of Canada's Web site at <a href="http://pm.gc.ca/eng/news.asp?id=260">http://pm.gc.ca/eng/news.asp?id=260</a>.</li></ul>						
18) Significant evaluation findings and URL to last evaluation: An evaluation of this transfer program has not been completed.						

1) Name of transfer payment program: Diagnostic and Medical Equipment Funding						
2) Start date: 2004–05		3) End date: 2004–05		4) Total funding: \$500.0 million		
5) Description of transfer payment program: One-time transfer to provinces and territories to support investments in diagnostic and medical equipment.						
6) Objective(s), expected result(s), and outcomes: Increased investment in medical and diagnostic equipment.						
7) Achieved results or progress made: Timely and accurate payments are made to provinces and territories that meet all the legislative and regulatory requirements for these payments.						
	8) Actual Spending 2002–03	9) Actual Spending 2003–04	10) Planned Spending 2004–05	11) Total Authorities 2004–05	12) Actual Spending 2004–05	13) Variance(s) between 10 and 12
14) Program Activity: Transfer Payments to Provinces and Territories						
- Other Transfer Payments	—	—	—	500,000	500,000	(500,000)

## 17) Comments on variances:

- On September 16, 2004, the Government of Canada announced incremental funding of \$41.0 billion to provinces and territories in support of the 10-year Plan to Strengthen Health Care. This commitment included incremental funding to provinces and territories of \$500.0 million in 2004–05 for diagnostic and medical equipment funding. Amounts were legislated in Bill C-39.
- The announcement is on the Prime Minister of Canada's Web site at <http://pm.gc.ca/eng/news.asp?id=260>.

18) Significant evaluation findings and URL to last evaluation: An evaluation of this transfer program has not been completed.

**1) Name of transfer payment program: Immunization Trust**

2) Start date: 2004	3) End date: 2005	4) Total funding: \$400.0 million				
5) Description of transfer payment program: Funding to provide the provinces and territories for the purposes of supporting a national immunization strategy and assisting in the enhancement of their public health capacities.						
6) Objective(s), expected result(s), and outcomes: To support a national immunization strategy.						
7) Achieved results or progress made: Timely and accurate payments are made to provinces and territories that meet all the legislative and regulatory requirements for these payments.						
	8) Actual Spending 2002–03	9) Actual Spending 2003–04	10) Planned Spending 2004–05	11) Total Authorities 2004–05	12) Actual Spending 2004–05	13) Variance(s) between 10 and 12
14) Program Activity: Transfer Payments to Provinces and Territories						
- Other Transfer Payments	—	—	—	400,000	400,000	(400,000)
17) Comments on variances: This transfer payment was legislated in the 2004 budget bill (Bill C-30). The amount shown represents the amount provided in trust funds to provinces and territories in May 2004.						
18) Significant evaluation findings and URL to last evaluation: An evaluation of this transfer program has not been completed.						
Total for Program Activity Transfer Payments to Provinces and territories	30,695,142	29,594,364	33,799,000	41,129,855	41,097,026	(7,298,026)

**1) Name of transfer payment program: Statutory Funding—Payments to International Development Association (IDA)**

2) Start date: 1960–61	3) End date: Ongoing	4) Total funding: Not applicable.
5) Description of transfer payment program: Support for IDA is part of Canada’s international assistance effort, which reflects values that all Canadians cherish: humanitarianism, social justice, generosity, and peace. Finally, strong links with other countries, through institutions such as IDA, widen Canada’s network of partners and professional contacts and ultimately help strengthen trade, investment, and diplomatic ties.		
6) Objective(s), expected result(s), and outcomes: <ul style="list-style-type: none"><li>Responsible administration of financial obligations to IDA, which are negotiated every three years with other donors.</li></ul>		

- The efficient use of Canadian and other donors' resources to promote growth and equitable development in the world economy.
- Results of IDA operations are detailed in the Report on Operations under the *Bretton Woods and Related Agreements Act*, which is tabled annually in Parliament

7) Achieved results or progress made: Proper administration of financial obligations to IDA.

	8) Actual Spending 2002–03	9) Actual Spending 2003–04	10) Planned Spending 2004–05	11) Total Authorities 2004–05	12) Actual Spending 2004–05	13) Variance(s) between 10 and 12
14) Program Activity: International Financial Organizations						
<b>- Total Contributions</b>	<b>430,944</b>	<b>147,743</b>	<b>292,420</b>	<b>292,420</b>	<b>292,420</b>	—

17) Comments on variances: Not applicable

18) Significant evaluation findings and URL to last evaluation: Evaluations undertaken on an ad-hoc basis by institution.

#### 1) Name of transfer payment program: Payments to the IMF PRGF

2) Start date: December 1987	3) End date: May 2006	4) Total funding: Not applicable.				
5) Description of transfer payment program: The PRGF is the IMF's low-interest lending facility for low-income countries. Loans under the PRGF carry an annual interest rate of 0.5 per cent, with repayments made semi-annually, beginning 5½ years and ending 10 years after the disbursement. Canada's payments help finance the difference between the market-related interest rate paid to PRGF Trust lenders and the rate of interest of 0.5 per cent per year paid by the borrowing members.						
6) Objective(s), expected result(s), and outcomes: The PRGF was established to make the objectives of poverty reduction and growth more central to the IMF's lending operations in its poorest member countries. These loans, and the associated oversight of the lending program by the IMF, play an important role mobilizing resources for poverty reduction.						
7) Achieved results or progress made: An independent review of the PRGF conducted in 2004 confirmed that the design of the programs supported by PRGF lending has become more accommodating to higher public expenditure, in particular pro-poor spending.						
	8) Actual Spending 2002–03	9) Actual Spending 2003–04	10) Planned Spending 2004–05	11) Total Authorities 2004–05	12) Actual Spending 2004–05	13) Variance(s) between 10 and 12
14) Program Activity: International Financial Organizations						
- Total Contributions	11,666	—	8,200	78,917	7,823	377
17) Comments on variances: Variation due to exchange rate fluctuation.						
18) Significant evaluation findings and URL to last evaluation: No evaluation of PRGF conducted.						

1) Name of transfer payment program: Vote 5—Contributions and Grants to meet commitments made by Canada under multilateral debt reduction agreements						
2) Start date: 1991–92		3) End date: Ongoing		Total funding: Not applicable.		
5) Description of transfer payment program: Compensate Canadian creditor agencies whose scheduled receipts from debtor countries have been reduced by Canadian participation in Paris Club debt or debt service reduction agreements and to contribute to international efforts to relieve the unsustainable debt burdens of the world’s poorest countries.						
6) Objective(s), expected result(s), and outcomes: Continue to represent Canada at the Paris Club; implement multilateral debt rescheduling agreements between Canada and beneficiary countries in a timely manner; and work with other multilateral and bilateral development partners to resolve the debt distress of developing countries.						
7) Achieved results or progress made: Canada participated in Paris Club negotiations and was involved in implementing multilateral debt rescheduling agreements with beneficiary countries as well as in resolving debt issues faced by a number of developing countries.						
	8) Actual Spending 2002–03	9) Actual Spending 2003–04	10) Planned Spending 2004–05	11) Total Authorities 2004–05	12) Actual Spending 2004–05	13) Variance(s) between 10 and 12
14) Program Activity: International Financial Organizations						
- Total Grants	481,030	59,001	726,000	760,400	92,474	633,526
- Total Contributions	88,671	73,047	90,000	89,959	60,661	29,339
- Total Vote 5	569,701	132,048	816,000	850,359	153,135	662,865
17) Comments on variances: Mainly due to delays in HIPCs reaching completion points and therefore not qualifying for debt relief.						
18) Significant evaluation findings and URL to last evaluation: No evaluation of debt forgiveness programs is undertaken.						
15) Total for Program Activity International Financial Organizations	1,012,311	279,791	1,116,620	1,221,696	454,378	663,243

**Table 12: Response to Parliamentary Committees, Audits and Evaluations for 2004–05****Response to parliamentary committees****A. Standing Committee on Human Resources, Skills Development, Social Development and the Status of Persons with Disabilities (HUMA)****1. Government Response to Second and Third Reports**

The ministers of finance and HUMA were asked to respond to this report. The Minister of Finance responded to the recommendations (1 to 6) dealing with the setting of premium rates. The responses were consistent with the proposals set out in the 2005 budget.

**2nd Report:** *HUMA—Restoring Financial Governance and Accessibility in the Employment Insurance Program: Part One—Committees of the House of Commons*

**3rd Report:** *HUMA—Restoring Financial Governance and Accessibility in the Employment Insurance Program—Committees of the House of Commons*

**Response:** *Government Response to the Second and Third Reports: Study on Employment Insurance Funds—Standing Committee on Human Resources, Skills Development, Social Development and the Status of Persons with Disabilities*

**B. Standing Committee on Finance****1. Government response to first report**

The report dealt with duties and tariffs on textile inputs and made three recommendations to reduce tariffs. In December 2004, the government announced a package of initiatives that addressed the recommendations made in the report.

**1st Report:** *First Report—Standing Committee on Finance (FINA)*

**Response:** *Government Response to the First Report of the Standing Committee on Finance entitled Duty Remission and The Zero-rating of Tariffs on Textile Inputs: The Canadian Apparel Industry*

**2. Government response to second report**

The report made a number of recommendations with respect to the reduction or elimination of excise taxes and duties on wine-makers, small brewers and jewellers. The Minister sent a letter to the Chair, indicating that the government responded in the 2005 budget, in which it proposed that it would phase-out the jeweller tax. It also stated that the limited fiscal resource narrow the range of tax relief measures that can be funded. The recommendations with respect to beer and wine will, however, remain under consideration.

## **2nd Report: *Study on Small Business Tax Measures***

### **3. Government response to fourth report**

The report tax made a number of recommendations relating to the capitalization needs of Canada's agricultural co-operatives. The minister sent a letter to the Chair on March 9, 2005, indicating that the government responded to the recommendations in Budget 2005.

## **4th Report: *Study on Small Business Tax Measure—Canada's Agriculture Cooperatives***

### **Response to the Auditor General of Canada**

Seven recommendations were made to the Department of Finance Canada between April 1, 2004, and March 31, 2005. Three were contained in Chapter 2 of the Auditor General's November 2004 Report. Four were contained in Chapter 3 of the Commissioner of the Environment and Sustainable Development's (CESD's) 2004 Report. The seven recommendations and the Department's respective responses are listed below, as is the hyperlink to the relevant pages on the Office of the Auditor General of Canada (OAG) Web site, which displays the full chapters including recommendations and responses.

November 2004 Chapter 2—Implementation of the National Initiative to Combat Money Laundering

#### **Recommendation 1**

**2.29 Recommendation:** The government should establish an effective management framework to provide direction and co-ordinate anti-money-laundering efforts at the federal level. It should also consider establishing an anti-money-laundering advisory committee with representatives of government, industry, and law enforcement to regularly discuss issues of common interest and develop approaches for dealing with emerging issues.

**Finance Canada's response:** As noted in the chapter, the Department of Finance chairs the current interdepartmental group at the assistant deputy minister level and its working-level extension. While these forums have been successful in co-ordinating initiative-wide efforts, reporting the results of these efforts, and discussing and resolving common issues, the Department of Finance will examine the roles of these interdepartmental groups and make any improvements or changes as required.

As well, the Department of Finance will review international best practices (including the UK and U.S. models) in considering the merits of establishing a formal advisory committee for the overall Initiative with broad representation from government, industry, and law enforcement.

#### **Recommendation 2**

**2.46 Recommendation:** The government should carry out a review to identify changes that would improve the value of FINTRAC disclosures and the means to bring about those changes.

**Finance Canada's response:** As noted in the chapter, the Department of Finance is chairing a working group of several Initiative partners to examine ways to improve the effectiveness of FINTRAC's disclosures.

The working group may identify possible operational improvements that could be made. Should there be proposed legislative amendments, the Department of Finance would look to the upcoming legislative reviews of Bills C-36 and C-22 as the appropriate venues for parliamentarians to consider recommended changes.

### Recommendation 3

**2.92 Recommendation:** The government should establish effective mechanisms for monitoring the results of disclosures, including the extent to which disclosures are used and the impact they have on the investigation and prosecution of money-laundering and terrorist-financing offences. It should report summary information on these results to Parliament regularly.

**Finance Canada's response:** Many of the initiative partners have already begun to put in place various tracking systems that will provide greater feedback on the use and impact of FINTRAC disclosures. As well, FINTRAC is currently discussing methods to track disclosures with provincial and municipal police forces.

The Department of Finance will consider the value of how often to report to Parliament. Additional reporting would have to complement the existing reporting requirements of Initiative partners, the upcoming agenda of parliamentary reviews, and the requirements for periodic evaluations of the Canadian anti-money-laundering and anti-terrorist financing regime by the Financial Action Task Force.

CESD 2004 Chapter 3—Sustainable Development Strategies—Using the Tax System and Managing Office Solid Waste

### Recommendation 4

**3.44 Recommendation:** To demonstrate that it intends to maintain the essence of its three *2001–2003 Sustainable Development Strategy* commitments on examining ways to use the tax system, Finance Canada should

- develop clear and concrete expectations for their implementation;
- articulate the key steps for implementation;
- identify key areas where the tax system hinders the integration of the economy and the environment through a systematic review, based on risk; and
- inform Parliament and Canadians about its expectations, its key steps for implementation, and the results of its review.

**Finance Canada's response:** The Department provides analysis and advice on policies, particularly economic policies that support Canada's economic and social goals, including the environment. In keeping with this role, the Department made commitments in its *2001–03 Sustainable Development Strategy* to examine certain areas of the tax system and policy options, and evaluate all environment-related tax proposals received from stakeholders. These commitments have been fulfilled. The Department has undertaken analysis of a wide range of

aspects of the tax system that may affect the interaction of the economy and the environment, and this analysis has informed decision making by the government in respect of tax and environmental policies.

Going forward, the Department has committed in target 2a.5 of its *2004–06 Sustainable Development Strategy* to “continue to evaluate research concerning environment-related tax measures” and to “assess the potential of proposals received from stakeholders for using the tax system to assist the Government in meeting its environmental objectives.” These commitments describe how the Department’s analysis integrates sustainable development considerations. The Department will continue to develop analysis as it has done in the past to meet its commitments.

Resources will be focussed on evaluating research concerning environmental related tax measures and assessing the potential of proposals received to assist in meeting environmental objectives, where such measures and proposals are judged to hold the greatest potential to help the government achieve its objectives. The Department will continue to report in its departmental performance report on the range of activities undertaken, subject to the confidentiality concerns referenced in the Department’s response to recommendation 3.60.

## Recommendation 5

**3.53 Recommendation:** To facilitate informed decision making, Finance Canada should ensure that potential environmental impacts are adequately analyzed for all proposed tax measures and policy options, and integrated with economic and social impacts.

**Finance Canada’s response:** The Department is committed to integrating environmental considerations into the analysis and advice it prepares to support decision making in accordance with the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals. In May 2003, the Department put in place an enhanced strategic environmental assessment process to ensure that advice to the minister on all proposals includes an assessment of potential environmental effects. All policy proposals submitted to the minister for decision are subject to an initial screening to determine whether they are likely to have important positive or negative environmental effects. If so, a strategic environmental assessment is conducted. The guidelines for implementing the Cabinet Directive indicate that departments conducting assessments are encouraged to seek the advice of environmental specialists in other expert federal departments where appropriate, which the Department will continue to do as it has done in the past.

## Recommendation 6

**3.56 Recommendation:** Finance Canada should monitor, assess, and report progress on implementing its tax commitments against clearly established expectations.

**Finance Canada’s response:** At the outset of each year, the Department reports on planned activities with respect to its sustainable development commitments in its report on plans and priorities. Following the end of each year, the Department reports on its activities in the departmental performance report, which includes a detailed supplementary document setting out activities undertaken in support of its sustainable development strategy commitments.

The Department's ability to report in greater detail about analysis planned or conducted with respect to specific tax changes is restricted by the confidentiality concerns referenced in the Department's response to recommendation 3.60.

## Recommendation 7

**3.60 Recommendation:** To improve its reporting against its tax commitments, Finance Canada should consider publicly disclosing the analysis of the potential environmental impacts of

- tax measures that are implemented, and
- where feasible, tax measures examined but not implemented.

**Finance Canada's response:** The Department is committed to releasing a public statement of environmental effects in accordance with the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals when a detailed assessment of environmental effects has been conducted in respect of a new measure.

To further improve transparency, the Department has also committed to publicly issue a framework setting out the general parameters and criteria that guide the Department in assessing proposals from stakeholders to change existing tax measures or implement new tax measures to further sustainable development objectives. This document will make it easier for stakeholders to understand the Department's assessment process with respect to tax policy proposals in general.

The Department's ability to report on its analysis of specific tax measures or proposals in greater detail is constrained by the need to avoid influencing decision making by economic agents who may attempt to either take advantage, or avoid the impacts, of a possible future tax measure. Furthermore, the normal confidentiality of the policy development process must also be respected to ensure that ministers have the benefit of candid advice in their deliberations. Similar factors are also recognized in the established principles of Cabinet confidence and in the various discretionary exemptions available under the *Access to Information Act*

## Internal audits or evaluations

### Audits

Audit of administrative controls over the domestic debt.

### Evaluations

Disability Tax Credit

[http://www.fin.gc.ca/taxexp/2004/taxexp04\\_4e.html#The%20Disability](http://www.fin.gc.ca/taxexp/2004/taxexp04_4e.html#The%20Disability)

Taxation and Economic Efficiency: Results From a General Equilibrium Model

[http://www.fin.gc.ca/taxexp/2004/taxexp04\\_4e.html#Taxation](http://www.fin.gc.ca/taxexp/2004/taxexp04_4e.html#Taxation)

A Framework for Evaluation of Environmental Tax Proposals

<http://www.fin.gc.ca/budget05/bp/bpa4e.htm>

Expansion of the GST/HST Health Care Rebate

<http://www.fin.gc.ca/budget05/bp/bpc3e.htm#gst>

*Year Five Evaluation of the National Initiatives to Combat Money Laundering and Interim Evaluation of Measures to Combat Terrorist Financing*

[http://www.fin.gc.ca/toce/2005/nicml-incba\\_e.html](http://www.fin.gc.ca/toce/2005/nicml-incba_e.html)

Emergency Preparedness and Critical Infrastructure Protection Program Evaluation

Review of Canada Savings Bonds

<http://www.fin.gc.ca/activty/CGEY-e.html>

Governance Evaluation: Debt and Reserves Management

<http://www.fin.gc.ca/activty/goveval-e.html>

Treasury Governance Framework

[http://www.fin.gc.ca/treas/Goveev/TMGF\\_e.html](http://www.fin.gc.ca/treas/Goveev/TMGF_e.html))

## Table 13: Sustainable Development Strategies

*Sustainable development* is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs, and it is a key commitment of all federal departments. In 1995, the *Auditor General Act* was amended to require each department to prepare and update a sustainable development strategy (SDS). These strategies are tabled in the House of Commons, and the Commissioner of the Environment and Sustainable Development monitors the progress toward their implementation.

An SDS is intended to outline a department's goals and action plans for integrating sustainable development into its policies, programs, and operations over three-year planning periods. The first Department of Finance Canada SDS, which was tabled in the House of Commons in 1997, helped to show how the federal government's fiscal and economic plans contributed to sustainable development in Canada, outlined the Department's approach and contribution to international sustainable development issues, and showed how the Department would improve environmental performance in its operations.

The Department's updated SDS for 2001–03 built upon the 1997 strategy and the progress achieved by the Department and the government in promoting sustainable development. Like its first strategy, the Department's 2001–03 strategy focussed on those areas where the Department can make unique and important contributions to sustainable development in Canada and around the world. The Department's updated strategy for 2004–06 was completed in December 2003. It is built upon the solid foundation provided by the previous two versions. The Department's 1997–2000, 2001–03, and 2004–06 strategies can be found at <http://www.fin.gc.ca/purl/susdev-e.html>.

The Department has implemented a renewed management strategy for the SDS. This consists of a departmental SD champion, a core working group of officials with representatives from all branches, and documented reviews of SD progress and planning by a senior management committee. The Department has also continued to raise awareness of the departmental process for fulfilling the Department's obligations under the Cabinet Directive on Strategic Environmental Assessment.

### ***Strategic outcomes***

The Department of Finance Canada confirmed two key goals in its 2004–06 SDS: to promote intergenerational equity through effective fiscal management and to continually strive to more fully integrate economic, social, and environmental considerations and objectives into policy making.

### ***Key issues***

To help focus on these goals, the 2004–06 SDS identifies four themes or key issues on which to base departmental actions over the next three years: Building the Future, Integrating the Economy and the Environment, Integrating Sustainable Development into the Global Economy, and Greening Operations. The Department's action plan for sustainable development sets out a number of objectives and targeted actions in each of these four areas over the planning period.

The following describes the Department's four key issues and how they relate to the two broad SD goals:

**Building the future:** Highlights how the Department contributes to intergenerational equity by demonstrating the SD effects of the government's key priorities in areas where the Department has a mandated responsibility. Commitments in this area include improving fiscal health, solidifying major social programs, and implementing some of the government's key environmental SD priorities.

**Integrating the economy and the environment:** Involves building on the Department's analytical foundation and broadening its knowledge base in support of progress in integrating environmental and economic considerations into tax, spending, and related policies. Commitments in this area include expanding analytical abilities, conducting further analytical work on environmental issues, such as climate change, and raising awareness of the departmental process for implementing the 1999 Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals.

**Sustainable development in the global economy:** Involves participating in efforts to address globalization of the world economy and the links to environmental concerns and international competitiveness. Commitments in this area include continuing to examine the linkages between trade and the environment and increasing knowledge of the relationship between financial services and international environmental practices. The Department will also continue to participate in preparing for and negotiating international environmental agreements.

**Greening operations:** Involves identifying and acting to address the negative environmental impacts of the Department's operations and promoting best practices.

### ***Targets and reporting***

A detailed outline of the Department's objectives, targets, and results for over 25 planned activities in 2004–05 to implement the 2004–06 SDS is available at <http://www.fin.gc.ca/purl/susdev-e.html>.

## **Table 14: Travel Policies**

### **Comparison to the TBS *Special Travel Authorities***

The Department of Finance Canada follows the TBS Special Authorities.

### **Comparison to the Treasury Board Travel Directive, Rates and Allowances**

The Department of Finance Canada follows the TBS Travel Directive, Rates and Allowances.

## Section IV—Other Items of Interest

### Resources

The Department has 991 employees.<sup>4</sup> Of this total, economists and policy analysts represent 32 per cent and managers 14 per cent. Among our population:

- the average age is 42;
- 88 per cent have the capability of operating in both English and French;
- 50.5 per cent are women;
- 36.1 per cent have identified French as their first official language; and
- 9.0 per cent have identified themselves as belonging to a visible minority.

### Department of Finance Canada Human Resources Plan

The Department's ongoing Human Resources (HR) Plan, launched in September 2000 with the objective of making the Department the workplace of choice in the federal Public Service, continues to underline HR management as a key priority for all managers. Members of the Executive Committee serve as leaders to provide strategic direction for Plan initiatives on the following fronts:

- performance management and upward feedback;
- career development strategy;
- succession planning;
- professional learning and networking;
- supportive working environment;
- awards and recognition;
- recruitment;
- official languages;
- employment equity and respect in the workplace;
- physical work environment and technological tools; and
- annual town hall meeting and departmental seminar.

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4. The Department of Finance Canada is in a unique position: the staff of its Corporate Services Branch (CSB) are employees of the Department of Finance Canada, but they provide services to the Treasury Board of Canada Secretariat and the Public Service Human Resources Management Agency of Canada. While the costs of CSB are prorated among the three organizations and reflected in their respective financial reports, all CSB employees are included for the purpose of presenting a demographic profile of the Department of Finance Canada.

In the spring of 2004, the deputy minister launched an exercise to review the HR Plan to ensure it reflects the current departmental context and public service environment. A representative committee of employees and managers, co-chaired by two senior executives, sought the input of employees through an internal survey, focus groups, and consultation with HR leaders and management and executive committees. Recommendations were made for action in the four priority areas of employee development, official languages, communications, and work-life balance. An approved Plan, including performance indicators of future success, will be communicated prior to the fourth annual town hall in September 2005.

In addition to the HR Plan renewal exercise, a number of initiatives were undertaken during 2004–05 to address the Department’s responsibilities relating to public service modernization in the areas of labour management and staffing. The major change for this period was related to changes to the *Public Service Labour Relations Act*, formerly the *Public Service Staff Relations Act*. The major activities included the following:

- setting up management-union consultations;
- setting up a conflict management system for informal resolution (the same system will be used for informal resolution on staffing); and
- briefings on changes to the Act.

The components related to staffing are expected to come into force in December 2005. Activities related to this will be reflected in the 2005–06 DPR.

## List of Statutory Reports and Other Departmental Reports

Annual Financial Report of the Government of Canada and Fiscal Reference Tables

Annual Report to Parliament on the Operations of the Exchange Fund Account

Canada Investment and Savings Annual Report (<http://www.csb.gc.ca>)

Canadian Federal Budget

Debt Management Report

Debt Management Strategy

Departmental Performance Report

Economic and Fiscal Update

Economy in Brief—Quarterly

Fiscal Monitor—Monthly

Government of Canada Securities—Quarterly

*Report on Operations under the Bretton Woods and Related Agreements Act*

*Report on Operations under the European Bank for Reconstruction and Development Agreement Act*

Report on Plans and Priorities

Sustainable Development Strategy

Tax Expenditures and Evaluations

## Contacts for Further Information and Web Sites

Home page: <http://www.fin.gc.ca>

E-mail messages for The Minister of Finance, the Honourable Ralph Goodale, P.C., and  
M.P: [rgoodale@fin.gc.ca](mailto:rgoodale@fin.gc.ca)

Comment or questions regarding the information on the Department of Finance Canada Web  
site:

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Department of Finance Canada  
140 O'Connor Street  
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Canada

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E-mail: [consultcomm@fin.gc.ca](mailto:consultcomm@fin.gc.ca)

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Vous pouvez envoyer des messages par courriel au ministre des Finances, l'honorable Ralph Goodale, C.P., député, à l'adresse : [rgoodale@fin.gc.ca](mailto:rgoodale@fin.gc.ca)

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Budget fédéral canadien

Dépenses fiscales et évaluations

L'économie en bref – publication trimestrielle

La Revue financière – publication mensuelle

Mise à jour économique et financière

Rapport annuel au Parlement sur les opérations du compte du fonds des changes

Rapport annuel de Placements Épargne Canada (<http://www.csb.gc.ca>)

Rapport financier annuel du gouvernement du Canada et tableaux de référence financiers

Rapport ministériel sur le rendement

Rapport sur la gestion de la dette

*Rapport sur le résumé des opérations visées par la Loi sur l'Accord portant création de la Banque européenne pour la reconstruction et le développement*

*Rapport sur le résumé des opérations visées par la Loi sur les accords de Bretton Woods et des accords connexes*

Rapport sur les plans et les priorités

Stratégie de gestion de la dette

Stratégie de développement durable

Titres du gouvernement du Canada – publication trimestrielle

- milieu de travail physique et outils technologiques;
- assemblée générale annuelle et séminaire ministériel.

Au printemps 2004, le sous-ministre a amorcé un examen du Plan des RH pour veiller à ce qu'il tienne compte du contexte ministériel et de l'environnement de la fonction publique courants. Un comité représentatif composé d'employés et de gestionnaires, dont la coprésidence a été confiée à deux cadres de direction, a demandé les commentaires des employés par l'entremise d'un sondage interne, de groupes de concertation et de consultations avec les dirigeants des RH ainsi que les comités de gestion et de direction. Il a formulé des recommandations concernant des mesures à prendre dans les quatre secteurs prioritaires, à savoir le perfectionnement des employés, les langues officielles, les communications et la conciliation entre le travail et la vie personnelle. Un plan approuvé, contenant des indicateurs de rendement pour assurer le succès futur, sera diffusé avant la quatrième assemblée générale annuelle en septembre 2005.

Outre le renouvellement du Plan des RH, un certain nombre d'initiatives ont été lancées au cours de 2004-2005 pour donner suite aux responsabilités du Ministère quant à la modernisation de la fonction publique dans les domaines des relations syndicales-patronales et de la dotation. Le principal changement apporté pendant cette période a trait aux modifications de la *Loi sur les relations de travail dans la fonction publique*. Les activités qui suivent sont au nombre des principales activités entreprises :

- mise sur pied de consultations syndicales-patronales;
- établissement d'un système de gestion des conflits en vue d'une résolution informelle (le même système sera utilisé pour régler de manière informelle les conflits liés à la dotation);
- fourniture de séances d'information sur les changements apportés à la Loi.

Les composantes liées à la dotation devraient entrer en vigueur en décembre 2005. Les activités menées à cet égard seront contenues dans le RMR de 2005-2006.

## Section IV — Autres points d'intérêt

### Ressources

Le Ministère compte 991 employés.<sup>4</sup> De ce nombre, les économistes et les analystes des politiques représentent 32 % et les gestionnaires 14 %. Voici certains chiffres concernant nos employés :

- leur âge moyen est de 42 ans;
- 88 % sont capables de travailler en français et en anglais;
- 50,5 % sont des femmes;
- 36,1 % ont déclaré que le français est leur langue maternelle;
- 9,0 % ont indiqué être membres d'une minorité visible.

### Plan des ressources humaines du ministère des Finances Canada

Le Plan permanent des ressources humaines (RH) du Ministère, lancé en septembre 2000 afin de faire du Ministère le lieu de travail de choix de la fonction publique fédérale, continue de faire valoir la gestion des RH à titre de première priorité de tous les gestionnaires. En leur qualité de dirigeants, les membres du Comité exécutif fournissent l'orientation stratégique nécessaire aux initiatives du plan dans les secteurs suivants :

- gestion du rendement et rétroaction ascendante;
- stratégie de développement de carrière;
- planification de la relève;
- apprentissage professionnel et réseautage;
- milieu de travail propice;
- prix et reconnaissances;
- recrutement;
- langues officielles;
- équité en emploi et respect au travail;

4. Le ministère des Finances Canada se trouve dans une position unique : les membres de sa Direction des services ministériels (DSM) sont ses employés, mais ils fournissent également des services au Secrétaire du Conseil du Trésor du Canada et à l'Agence de gestion des ressources humaines de la fonction publique du Canada. Même si les coûts de la DSM sont répartis au prorata entre les trois organisations et indiqués dans leurs rapports financiers respectifs, tous les employés de la DSM sont inclus aux fins de la présentation du profil démographique du ministère des Finances Canada.

## Tableau 14 : Politiques sur les voyages

**Comparaison avec les *Autorisations spéciales de voyager* du SCT**

Le ministère des Finances Canada suit les Autorisations spéciales de voyager du SCT.

**Comparaison avec la Directive sur les voyages, les taux et les allocations du Conseil du Trésor**

Le ministère des Finances Canada suit la Directive sur les voyages, les taux et les allocations du SCT.

durable; intégrer l'économie et l'environnement; favoriser le développement durable dans l'économie mondiale et rendre les opérations plus écologiques. Le plan d'action du Ministère pour le développement durable établit un certain nombre d'objectifs et de mesures ciblées pour la période de planification relativement à chacun de ces quatre aspects. Voici les quatre principaux enjeux du Ministère ainsi qu'une explication de leur lien avec les deux grands objectifs de développement durable :

**Bâtir l'avenir :** Fait ressortir la contribution du Ministère à l'équité intergénérationnelle en démontrant les effets du développement durable sur les principales priorités du gouvernement dans les secteurs à l'égard desquels une responsabilité a été confiée au Ministère. Les engagements dans ce domaine comprennent la santé financière, le renforcement des principaux programmes sociaux et la mise en œuvre de quelques-unes des priorités clés du gouvernement en matière de développement durable.

**Intégrer l'économie et l'environnement :** Suppose l'établissement des assises analytiques du Ministère et l'élargissement de la base des connaissances à l'appui des progrès réalisés en vue d'intégrer les considérations d'ordre environnemental et économique dans l'impôt, les dépenses et les politiques connexes. Au nombre des engagements dans ce domaine, mentionnons l'expansion des capacités analytiques, la tenue d'autres travaux analytiques sur les questions environnementales, comme le changement climatique, ainsi que l'accroissement de la sensibilisation au processus ministériel de mise en œuvre de la Directive du Cabinet de 1999 sur l'évaluation environnementale des projets de politiques, de plans et de programmes.

**Intégrer le développement durable à l'économie mondiale :** Suppose la participation aux efforts pour donner suite à la mondialisation de l'économie mondiale et les liens avec les préoccupations environnementales et la compétitivité internationale. Les engagements dans ce domaine comprennent la poursuite de l'examen des liens unissant le commerce et l'environnement, et l'accroissement des connaissances du rapport entre les services financiers et les pratiques environnementales sur la scène internationale. Le Ministère continuera en outre à prendre part aux préparatifs en vue d'accords environnementaux internationaux et à la négociation de ceux-ci.

**Écologiser les opérations :** Suppose l'identification des retombées environnementales négatives des opérations du Ministère et la suite à donner à ces dernières ainsi que la promotion des pratiques exemplaires.

## **Objectifs et rapport**

Un aperçu détaillé des objectifs, cibles et résultats du Ministère dans le cadre de plus de 25 activités prévues en 2004-2005 pour mettre en œuvre la SDD de 2004-2006 est affiché à l'adresse <http://www.fin.gc.ca/purl/susdev-f.html>.

## Tableau 13: Stratégies de développement durable

*Le développement durable* se définit comme un développement qui permet de répondre aux besoins de la génération actuelle sans compromettre la capacité de satisfaire ceux des générations futures, et cette notion correspond à un engagement clé de tous les ministères fédéraux. En 1995, la *Loi sur le vérificateur général* a été modifiée de sorte que chaque ministre est désormais tenu de préparer et de tenir à jour une stratégie de développement durable (SDD). Ces stratégies sont déposées à la Chambre des communes, et le commissaire à l'environnement et au développement durable vérifie la progression de leur mise en œuvre.

La SDD a pour objet d'exposer les objectifs et les plans d'action d'un ministre en vue d'intégrer le développement durable à ses politiques, ses programmes et ses activités sur des périodes de planification de trois ans. Déposée à la Chambre des communes en 1997, la première SDD du ministre des Finances Canada a permis d'illustrer de quelle manière les plans économiques et financiers du gouvernement fédéral contribuaient au développement durable au Canada; la stratégie expliquait aussi l'approche et la contribution du Ministère aux enjeux internationaux de développement durable, en plus de montrer comment il entendait améliorer sa performance environnementale dans l'exercice de ses activités.

La stratégie du Ministère mise à jour pour 2001-2003 reposait sur les assises établies par la SDD de 1997 et sur les progrès accomplis par le Ministère et l'ensemble du gouvernement sur le plan de la promotion du développement durable. À l'image de la première stratégie, celle de 2001-2003 était axée sur les secteurs où le Ministère peut apporter une contribution unique et importante au développement durable, tant au Canada que dans le monde. La mise à jour de la stratégie du Ministère pour la période de 2004 à 2006 a été achevée en décembre 2003. Elle se fonde sur les solides assises établies par les deux versions antérieures. Les stratégies du Ministère pour les périodes 1997-2000, 2001-2003 et 2004-2006 sont versées au site Web suivant : <http://www.fin.gc.ca/purl/susdev-f.html>.

Le Ministère a mis en œuvre une stratégie de gestion renouvelée au titre de la SDD. Cette stratégie consiste à désigner un champion du développement durable au Ministère, à établir un groupe de travail formé de fonctionnaires et de représentants de toutes les directions, et à effectuer des examens documentés des progrès réalisés au chapitre du développement durable, ainsi qu'à confier à un comité de la haute direction la tâche d'élaborer un cadre de planification. Le Ministère s'est également employé à faire connaître le processus permettant de remplir ses obligations aux termes de la Directive du Cabinet sur l'évaluation environnementale stratégique.

### Résultats stratégiques

Le ministre des Finances Canada a confirmé, dans sa SDD de 2004-2006, deux grands objectifs : promouvoir l'équité transgénérationnelle par une gestion budgétaire efficace et chercher constamment à intégrer plus complètement les considérations et visées économiques, sociales et environnementales à l'élaboration de la politique.

### Principaux enjeux

Pour réaliser ces objectifs, la SDD pour 2004-2006 établit quatre aspects ou thèmes clés sur lesquels le Ministère fondera son action au cours des trois prochaines années : bâtir un avenir

processus d'élaboration des politiques doit être respectée afin que les ministres puissent compter sur des avis francs pour mener leurs discussions. Des facteurs semblables sont également reconnus dans les principes établis pour les documents confidentiels du Cabinet et dans les diverses exemptions discrétionnaires prévues par la Loi sur l'accès à l'information.

## Vérifications internes ou évaluations

### Vérifications

Vérification des contrôles administratifs exercés sur la dette intérieure.

### Évaluations

Credit d'impôt pour personnes handicapées  
[http://www.fin.gc.ca/taxexp/2004/taxexp04\\_4f.html](http://www.fin.gc.ca/taxexp/2004/taxexp04_4f.html)

Fiscalité et efficacité économique : Résultats d'un modèle d'équilibre général  
[http://www.fin.gc.ca/taxexp/2004/taxexp04\\_4f.html#Fiscalité](http://www.fin.gc.ca/taxexp/2004/taxexp04_4f.html#Fiscalité)

Un cadre d'évaluation des propositions fiscales relatives à l'environnement  
<http://www.fin.gc.ca/budget05/bp/bpa4f.htm>

Élargissement du remboursement de la TPS/TVH pour soins de santé  
<http://www.fin.gc.ca/budget05/bp/bpc3f.htm#tps>

Évaluation à la fin de la cinquième année de l'Initiative nationale de lutte contre le blanchiment d'argent et évaluation préliminaire des mesures de lutte contre le financement du terrorisme  
[http://www.fin.gc.ca/loct/2005/nicml-incba\\_f.html](http://www.fin.gc.ca/loct/2005/nicml-incba_f.html)

Évaluation du Programme de protection des infrastructures essentielles et de protection civile  
 Examen du programme des Obligations d'épargne du Canada  
<http://www.fin.gc.ca/activity/CGEY-f.html>

Évaluation de la gouvernance dans la gestion de la dette et des réserves  
<http://www.fin.gc.ca/activity/goveval-f.html>

Gestion de la trésorerie – Cadre de gouvernance  
[http://www.fin.gc.ca/treas/Goveev/TMGF\\_f.html](http://www.fin.gc.ca/treas/Goveev/TMGF_f.html)

ou négatif, sur l'environnement. Si tel est le cas, une évaluation environnementale stratégique est effectuée. Les lignes directrices qui encadrent la mise en œuvre de la Directive du Cabinet indiquent que les ministères qui procèdent à des évaluations sont encouragés à consulter les spécialistes de l'environnement des autres ministères, au besoin, ce que le Ministère continuera de faire comme il l'a fait jusqu'à maintenant.

## Recommandation 6

**3.56 Recommandation :** Finances Canada devrait surveiller, évaluer et communiquer les progrès accomplis concernant la mise en œuvre de ses engagements fiscaux par rapport à des attentes clairement établies.

**Réponse de Finances Canada :** Au début de chaque année, le Ministère communique dans son rapport sur les plans et les priorités, les activités qu'il a l'intention d'entreprendre pour s'acquitter de ses engagements en matière de développement durable. À la fin de chaque année, le Ministère rend compte de ses activités dans le rapport ministériel sur le rendement qui comprend un document supplémentaire détaillé faisant état des activités entreprises dans le cadre des engagements de la stratégie de développement durable.

La capacité du Ministère de communiquer des renseignements plus détaillés au sujet des analyses envisagées ou réalisées sur des modifications apportées précisément à la fiscalité est restreinte par les questions de confidentialité qui ont été mentionnées dans la réponse du Ministère à la recommandation 3.60.

## Recommandation 7

**3.60 Recommandation :** Pour mieux rendre compte de ses engagements fiscaux, Finances Canada devrait envisager de rendre publique l'analyse des possibles effets sur l'environnement :

- des mesures fiscales mises de côté après examen, lorsque cela peut se faire.
- des mesures fiscales qui sont adoptées;

**Réponse de Finances Canada :** Le Ministère s'est engagé à diffuser une déclaration publique sur les incidences environnementales d'une nouvelle mesure, conformément à la Directive du Cabinet sur l'évaluation environnementale des projets de politiques, de plans et de programmes, lorsque cette mesure a fait l'objet d'une évaluation détaillée des incidences environnementales.

Dans le but d'accroître encore davantage la transparence, le Ministère s'est également engagé à rendre public un cadre établissant les paramètres généraux et les critères qui orientent le Ministère dans son analyse des propositions des intervenants qui visent à modifier les mesures fiscales en vigueur ou à en mettre en œuvre de nouvelles en vue d'aider à atteindre les objectifs de développement durable. Ce cadre aidera les intervenants à comprendre le processus d'évaluation du Ministère en ce qui concerne les propositions de politiques fiscales en général.

La capacité du Ministère de communiquer des renseignements plus détaillés sur l'analyse de mesures ou de propositions fiscales précises est restreinte par la nécessité de ne pas influencer les décisions prises par les agents économiques qui pourraient tenter de tirer avantage d'une mesure fiscale éventuelle ou d'en éviter les répercussions. De plus, la confidentialité habituelle du

- définir des attentes claires et concrètes pour leur mise en œuvre;
- préciser les principales étapes de la mise en œuvre;
- déterminer, par un examen systématique fondé sur le risque, les aspects principaux auxquels le régime fiscal entrave l'intégration de l'économie et de l'environnement;
- informer le Parlement et les Canadiens relativement à ses attentes, aux principales étapes de la mise en œuvre et aux résultats de son examen.

**Réponse de Finances Canada :** Le Ministère formule des analyses et des avis sur les politiques, en particulier les politiques économiques, qui soutiennent les objectifs économiques et sociaux du Canada, y compris les objectifs environnementaux. Conformément à ce rôle, le Ministère s'est engagé, dans *La stratégie de développement durable de 2001-2003*, à examiner un certain nombre d'éléments du système fiscal et d'options stratégiques, et à évaluer toutes les propositions fiscales concernant l'environnement qui ont été présentées par des intervenants. Ces engagements ont été tenus. Le Ministère a entrepris l'analyse d'une vaste gamme d'éléments du système fiscal pouvant avoir une incidence sur l'interaction entre l'économie et l'environnement. Cette analyse a étayé les décisions prises par le gouvernement en matière de politiques fiscales et environnementales.

Par la suite, le Ministère s'est engagé, par la mesure 2a.5 formulée dans *La stratégie de développement durable de 2004-2006*, à « continuer d'évaluer la recherche concernant les mesures fiscales liées à l'environnement [et à] évaluer le potentiel des propositions d'intervenants au sujet de l'utilisation du régime fiscal pour aider le gouvernement à réaliser ses objectifs environnementaux ». Ces engagements montrent de quelle façon l'analyse du Ministère intègre les questions de développement durable. Le Ministère continuera de perfectionner son analyse comme il l'a fait jusqu'à maintenant, dans le but de respecter ses engagements. Les ressources seront canalisées vers l'évaluation des recherches portant sur les mesures fiscales liées à l'environnement et sur l'analyse du potentiel des propositions visant l'atteinte des objectifs environnementaux qui seront jugées les plus susceptibles d'aider le gouvernement à atteindre ses objectifs. Le Ministère continuera de rendre compte de toutes les activités entreprises dans son rapport ministériel sur le rendement, sous réserve des questions de confidentialité mentionnées dans la réponse du Ministère à la recommandation 3.60.

## Recommandation 5

**3.53 Recommandation :** En vue de faciliter la prise de décision éclairée, Finances Canada devrait veiller à ce que les possibles effets sur l'environnement soient dûment analysés pour toutes les mesures fiscales et politiques proposées et qu'ils soient intégrés dans les effets économiques et sociaux.

**Réponse de Finances Canada :** Le Ministère s'est engagé à intégrer les questions environnementales à l'analyse et aux avis qu'il prépare en appui au processus décisionnel, et ce, conformément à la Directive du Cabinet sur l'évaluation environnementale des projets de politiques, de plans et de programmes. En mai 2003, le Ministère a instauré un processus amélioré d'évaluation environnementale stratégique afin de s'assurer que les avis donnés au ministre comprennent une évaluation des effets que pourraient avoir les propositions sur l'environnement. Toutes les propositions stratégiques soumises au ministre font l'objet d'un examen préalable visant à déterminer si elles sont susceptibles d'avoir un effet important, positif

en la matière, comité dont les membres représenteraient le secteur public, le secteur privé et les organismes d'application de la loi.

## Recommandation 2

**2.46 Recommandation :** Le gouvernement devrait effectuer un examen en vue de déterminer les changements qui pourraient accroître l'utilité des renseignements communiqués par le CANAFE et d'établir les moyens de mettre en œuvre ces changements.

**Réponse de Finances Canada :** Tel qu'il est mentionné dans le chapitre, le ministère des Finances préside un groupe de travail dont font partie plusieurs partenaires de l'Initiative et qui a pour mandat de déterminer les moyens d'accroître l'utilité des renseignements communiqués par le CANAFE. Ce groupe de travail pourrait mettre en lumière certaines améliorations opérationnelles pouvant être apportées. Si des modifications législatives sont proposées, le ministère des Finances considère que les examens prochains des projets de loi C-36 et C-22 seront l'occasion pour les parlementaires d'étudier les modifications recommandées.

## Recommandation 3

**2.92 Recommandation.** Le gouvernement devrait établir des mécanismes efficaces pour suivre les résultats des renseignements communiqués, y compris la mesure dans laquelle les renseignements sont utilisés et l'incidence qu'ils ont sur les enquêtes et les poursuites menées relativement à des infractions de blanchiment d'argent et de financement d'activités terroristes. Il conviendrait qu'il transmette régulièrement au Parlement des renseignements récapitulatifs sur ces résultats.

**Réponse de Finances Canada :** Bon nombre de partenaires ont déjà commencé à établir divers systèmes de suivi permettant d'en savoir plus sur l'utilisation et l'incidence des renseignements communiqués par le CANAFE. En outre, ce dernier mène actuellement des discussions avec les services de police provinciaux et municipaux à propos de méthodes de suivi des renseignements communiqués.

Le Ministère évaluera la fréquence idéale de présentation de rapports au Parlement. Toute mesure redditionnelle supplémentaire devrait servir de complément aux exigences de déclaration existantes des partenaires de l'Initiative — par exemple, les suivis parlementaires prévus et les exigences relatives aux évaluations périodiques, par le Groupe d'action financière sur le blanchiment de capitaux, du régime canadien de lutte contre le blanchiment de capitaux et le financement des activités terroristes.

CEDD 2004, chapitre 3 — Les stratégies de développement durable — L'utilisation du régime fiscal et la gestion des déchets solides de bureau

## Recommandation 4

**3.44 Recommandation :** Pour montrer qu'il entend maintenir l'essentiel des trois engagements de *La stratégie de développement durable de 2001-2003* qui portent sur l'examen des façons d'utiliser le régime fiscal, Finances Canada devrait :

prévoyait l'élimination graduelle de la taxe sur les bijoux. Il a par ailleurs fait savoir que les ressources financières restreintes limitaient la portée des mesures d'allègement de la taxe qui pouvaient être financées. Les recommandations concernant la bière et le vin demeurent toutefois à l'étude.

#### **Deuxième rapport : Étude sur les mesures fiscales visant les petites entreprises**

#### **3. Réponse du gouvernement au quatrième rapport**

Le rapport contenait un certain nombre de recommandations concernant les besoins en capitaux des coopératives agricoles canadiennes. Le ministre a fait parvenir une lettre au président le 9 mars 2005, dans laquelle il indiquait que le gouvernement avait donné suite aux recommandations dans le budget de 2005.

#### **Quatrième rapport : Étude sur les mesures fiscales visant les petites entreprises : Les coopératives agricoles**

### **Réponses à la vérificatrice générale du Canada**

Sept recommandations ont été faites au ministère des Finances Canada entre le 1<sup>er</sup> avril 2004 et le 31 mars 2005, trois au chapitre 2 du rapport de novembre 2004 de la vérificatrice générale et quatre au chapitre 3 du rapport de 2004 de la commissaire à l'environnement et au développement durable (CEDD). Les sept recommandations et les réponses respectives du Ministère sont reproduites ci-après, et les hyperliens sont fournis vers les pages pertinentes du site Web du Bureau du vérificateur général (BVG) qui affichent les chapitres complets, y compris les recommandations et les réponses.

Novembre 2004, chapitre 2 — La mise en œuvre de l'initiative nationale de lutte contre le blanchiment d'argent

#### **Recommandation 1**

**2.29 Recommandation :** Le gouvernement devrait établir un cadre de gestion efficace pour fournir une orientation et coordonner les efforts de lutte contre le blanchiment d'argent au niveau fédéral. Il devrait également envisager de créer un comité consultatif sur la lutte contre le blanchiment d'argent qui réunirait des représentants des secteurs public et privé, et des membres des organismes d'application de la loi, afin de se pencher régulièrement sur les questions d'intérêt commun et d'élaborer des approches afin de résoudre les nouvelles questions.

**Réponse de Finances Canada :** Ainsi que cela est mentionné dans le chapitre, le ministère des Finances assure la présidence du groupe interministériel des sous-ministres adjoints et du groupe de travail connexe. Ces groupes ont contribué à la coordination des activités menées dans le cadre des initiatives en cours, à la reddition de comptes sur les résultats obtenus et à l'examen ainsi qu'au règlement de problèmes communs; le ministère des Finances examinera le rôle de ces groupes et apportera les améliorations et changements requis.

Le Ministère se penchera aussi sur les pratiques exemplaires en vigueur dans d'autres pays (notamment les modèles utilisés au Royaume-Uni et aux États-Unis) lorsqu'il évaluera l'à-propos d'établir un comité consultatif officiel relativement à l'ensemble des mesures prises

# Tableau 12 : Réponse aux comités parlementaires, aux vérifications et aux évaluations en 2004-2005

## Réponse aux comités parlementaires

**A. Comité permanent du développement des ressources humaines, du développement des compétences, du développement social et de la condition des personnes handicapées**

**1. Réponse du gouvernement aux deuxième et troisième rapports**

Les ministres des Finances et le Comité permanent ont été invités à répondre à ce rapport. Le ministre des Finances a donné suite aux recommandations (1 à 6) portant sur l'établissement des taux de cotisation. Les réponses étaient conformes aux propositions énoncées dans le budget de 2005.

**Deuxième rapport : Rétablir la bonne gestion financière et l'accessibilité du régime d'assurance-emploi : Partie un — Comités de la Chambre des communes**

**Troisième rapport : Rétablir la bonne gestion financière et l'accessibilité du régime d'assurance-emploi — Comités de la Chambre des communes**

**Réponse : Réponse du gouvernement aux deuxième et troisième rapports du Comité permanent du développement des ressources humaines, du développement des compétences, du développement social et de la condition des personnes handicapées : Etude sur les fonds de l'assurance-emploi**

### **B. Comité permanent des finances**

**1. Réponse du gouvernement au premier rapport**

Le rapport traite des droits et des tarifs applicables aux intrants textiles et formule trois recommandations en vue de la réduction des tarifs. En décembre 2004, le gouvernement a annoncé une série d'initiatives qui ont donné suite aux recommandations contenues dans le rapport.

**Premier rapport : Premier rapport — Comité permanent des finances (FINA)**

**Réponse : Réponse du gouvernement au Premier rapport du Comité permanent des finances intitulé La remise et l'élimination des droits de douane sur les intrants textiles : l'industrie canadienne du vêtement**

**2. Réponse du gouvernement au deuxième rapport**

Le rapport contenait un certain nombre de recommandations concernant la réduction ou l'élimination des taxes et droits d'accise appliqués aux producteurs de vin, aux petits brasseurs et aux bijoutiers. Le ministre a fait parvenir une lettre au président dans laquelle il indiquait que le gouvernement avait fourni sa réponse dans le budget de 2005, qui

14) Activité de programme : Organisations financières internationales					
- Dépenses brutes totales	11 666	—	8 200	78 917	7 823
17) Observations sur les écarts : Les écarts sont attribuables à la fluctuation des taux d'intérêt.					
18) Conclusions importantes de l'évaluation et URL de la dernière évaluation : Aucune évaluation de la FRPC n'a été effectuée.					

1) Nom du programme de paiements de transfert : Crédit 5 — Subventions et contributions pour respecter les engagements pris par le Canada dans le cadre d'accords multilatéraux d'allègement de la dette					
2) Date de départ : 1991-1992	3) Date de la fin : Permanent	Financement total : Sans objet.			

5) Description du programme de paiements de transfert : Indemniser les créanciers canadiens dont les rentrées prévues des pays débiteurs ont été réduites par la participation du Canada aux accords de réduction de la dette ou du service de la dette du Club de Paris et contribuer aux efforts internationaux d'allègement des fardeaux de la dette insoutenable des pays les plus pauvres du monde.

6) Objectifs, résultats attendus et résultats : Continuer de représenter le Canada au Club de Paris, mettre en œuvre en temps opportun des accords multilatéraux de rééchelonnement de la dette entre le Canada et les pays bénéficiaires et travailler avec d'autres partenaires du développement multilatéral et bilatéral à mettre un terme à l'endettement des pays en développement.

7) Résultats obtenus ou progrès réalisés : Le Canada a participé aux négociations du Club de Paris, à la mise en œuvre d'accords multilatéraux de rééchelonnement de la dette avec des pays bénéficiaires ainsi qu'au règlement des questions d'endettement qui confrontent nombre de pays en développement.

14) Activité de programme : Organisations financières internationales					
8) Dépenses réelles 2002-2003	9) Dépenses réelles 2003-2004	10) Dépenses prévues 2004-2005	11) Total des autorisations 2004-2005	12) Dépenses réelles 2004-2005	13) Écart entre 10 et 12
481 030	59 001	726 000	760 400	92 474	633 526
- Total des subventions					
- Total des contributions	88 671	73 047	90 000	89 959	60 661
- Total du crédit 5	569 701	132 048	816 000	850 359	153 135
					662 865

17) Observations sur les écarts : Ils sont principalement attribuables au fait que des PPTÉ n'avaient pas encore atteint le point d'achèvement des étapes de l'Initiative en faveur des PPTÉ et, par conséquent, n'avaient pas droit à l'allègement de la dette.

18) Conclusions importantes de l'évaluation et URL de la dernière évaluation : Aucune évaluation des programmes de remise de la dette n'a été effectuée.

15) Total de l'activité de programme Organisations financières internationales	1 012 311	279 791	1 116 620	1 221 696	454 378
					663 243

<p>5) Description du programme de paiements de transfert : Le soutien à l'IDA s'inscrit dans l'effort d'aide internationale du Canada, qui traduit les valeurs que tous les Canadiens ont à cœur : l'humanitarisme, la justice sociale, la générosité et la paix. Enfin, les liens étroits avec d'autres pays, par l'entremise d'institutions comme l'IDA, élargissent le réseau de partenaires et de contacts professionnels du Canada et, au bout du compte, contribuent à renforcer le commerce, l'investissement et les liens diplomatiques.</p>						
<p>6) Objectifs, résultats attendus et résultats :</p> <ul style="list-style-type: none"> <li>• Administration responsable des obligations financières envers l'IDA, qui sont négociées aux trois ans avec les autres donateurs.</li> <li>• Utilisation efficiente des ressources de donateurs canadiens et autres pour favoriser la croissance et le développement équitable de l'économie mondiale.</li> <li>• Les résultats des opérations de l'IDA sont décrits en détail dans le Rapport sur les opérations effectuées en vertu de la Loi sur les accords de Bretton Woods et des accords connexes, qui est déposé chaque année au Parlement</li> </ul>						
<p>7) Résultats obtenus ou progrès réalisés : Administration adéquate des obligations financières envers l'IDA.</p>						
14) Activité de programme : Organisations financières internationales		8) Dépenses réelles 2002-2003	9) Dépenses réelles 2003-2004	10) Dépenses prévues 2004-2005	11) Total des autorisations 2004-2005	12) Dépenses réelles 2004-2005
- Dépenses brutes totales	430 944	147 743	292 420	292 420	292 420	—
17) Observations sur les écarts : Sans objet						
18) Conclusions importantes de l'évaluation et URL de la dernière évaluation : L'institution effectue des évaluations au cas par cas.						

1) Nom du programme de paiements de transfert : Paiements à la FRPC du FMI						
2) Date de départ : Décembre 1987		3) Date de la fin : Mai 2006		4) Financement total : Sans objet.		
<p>5) Description du programme de paiements de transfert : La FRPC constitue la facilité de prêt à faible intérêt du FMI à l'intention des pays à faible revenu. Les prêts consentis dans le cadre de la FRPC portent un taux d'intérêt annuel de 0,5 %, les remboursements étant effectués semestriellement à compter de la 5,5<sup>e</sup> année du décaissement et se terminant la 10<sup>e</sup> année de ce dernier. Les paiements du Canada contribuent à financer l'écart entre le taux d'intérêt sur le marché payé aux prêteurs de la fiduciaire de la FRPC et le taux d'intérêt annuel de 0,5 % payé par les membres emprunteurs.</p> <p>6) Objectifs, résultats attendus et résultats : La FRPC a été créée pour que l'objectif de la croissance et de la réduction de la pauvreté se trouve davantage au centre des opérations de prêt du FMI dans les pays membres les plus pauvres. Ces prêts, et la surveillance connexe du programme de prêt assurée par le FMI, jouent un rôle important dans la mobilisation des ressources pour réduire la pauvreté.</p> <p>7) Résultats obtenus ou progrès réalisés : La FRPC a fait l'objet d'un examen indépendant en 2004 qui a confirmé que la conception des programmes appuyés par les prêts de la FRPC favorise davantage l'augmentation des dépenses publiques, surtout celles en faveur des pays pauvres.</p>						
8) Dépenses réelles 2002-2003	9) Dépenses réelles 2003-2004	10) Dépenses prévues 2004-2005	11) Total des autorisations 2004-2005	12) Dépenses réelles 2004-2005	13) Écart entre 10 et 12	

- Autres paiements de transfert					
				500 000	500 000
					(500 000)
<p>17) Observations sur les écarts :</p> <ul style="list-style-type: none"> <li>Le 16 septembre 2004, le gouvernement du Canada a annoncé des fonds supplémentaires de 41,0 milliards de dollars pour les provinces et les territoires à l'appui du Plan décennal pour consolider les soins de santé. Cet engagement comprenait le versement aux provinces et aux territoires de 500,0 millions de dollars supplémentaires en 2004-2005 au titre de l'équipement médical et de diagnostic. Les montants ont été légiférés dans le projet de loi C-39.</li> <li>L'annonce est affichée sur le site Web du Premier ministre du Canada à l'adresse <a href="http://pm.gc.ca/tra/news.asp?id=260">http://pm.gc.ca/tra/news.asp?id=260</a>.</li> </ul>					
18) Conclusions importantes de l'évaluation et URL de la dernière évaluation : Une évaluation de ce programme de transfert n'a pas été exécutée.					

1) Nom du programme de paiements de transfert : Fonds pour l'immunisation		2) Date de départ : 2004		3) Date de la fin : 2005		4) Financement total : 400,0 millions de dollars	
5) Description du programme de paiements de transfert : Fonds aux provinces et aux territoires pour appuyer une stratégie nationale d'immunisation et aider au renforcement de leurs capacités dans le domaine de la santé publique.							
6) Objectifs, résultats attendus et résultats : Appuyer une stratégie nationale d'immunisation.							
7) Résultats obtenus ou progrès réalisés : Des paiements exacts sont versés en temps opportun aux provinces et aux territoires et satisfont à toutes les exigences législatives et réglementaires à leur sujet.							
		8) Dépenses réelles 2002-2003		9) Dépenses réelles 2003-2004		10) Dépenses prévues 2004-2005	
		11) Total des autorisations 2004-2005		12) Dépenses réelles 2004-2005		13) Écart entre 10 et 12	
14) Activité de programme : Paiements de transfert aux provinces et aux territoires							
- Autres paiements de transfert							
17) Observations sur les écarts : Ce paiement de transfert a été légiféré dans le projet de loi du budget de 2004 (projet de loi C-30). Le montant indiqué représente le montant fourni en mai 2004 aux provinces et aux territoires par l'entremise de fonds fiduciaires.							
18) Conclusions importantes de l'évaluation et URL de la dernière évaluation : Une évaluation de ce programme de transfert n'a pas été exécutée.							
Total pour l'activité de programme Paiements de transfert aux provinces et aux territoires		30 695 142		29 594 364		33 799 000	
						41 129 855	
						41 097 026	
						(7 298 026)	
1) Nom du programme de transfert : Financement prévu par la loi — Paiements à l'Association internationale de développement (IDA)							
2) Date de départ : 1960-1961		3) Date de la fin : Permanent		4) Financement total : Sans objet.			

<p>(6) Objectifs, résultats attendus et résultats : Les fonds soutiendront les efforts provinciaux et territoriaux de réduction des temps d'attente dans les secteurs prioritaires. Les premiers ministres ont convenu de déposer un rapport sur les progrès réalisés au chapitre de la réduction des temps d'attente.</p> <p>(7) Résultats obtenus ou progrès réalisés : Des paiements exacts sont versés en temps opportun aux provinces et aux territoires et satisfont à toutes les exigences législatives et réglementaires à leur sujet.</p>						
	(8) Dépenses réelles 2002-2003	(9) Dépenses réelles 2003-2004	(10) Dépenses prévues 2004-2005	(11) Total des autorisations 2004-2005	(12) Dépenses réelles 2004-2005	(13) Écart entre 10 et 12
14) Activité de programme : Paiements de transfert aux provinces et aux territoires					4 250 000	4 250 000 (4 250 000)
- Autres paiements de transfert						
<p>(17) Observations sur les écarts :</p> <ul style="list-style-type: none"> <li>Le 16 septembre 2004, le gouvernement du Canada a annoncé des fonds supplémentaires de 41,0 milliards de dollars pour les provinces et les territoires à l'appui du Plan décennal pour consolider les soins de santé. Cet engagement comprenait des fonds supplémentaires de 5,5 milliards de dollars sur dix ans à l'appui des efforts des provinces et des territoires pour la réduction des temps d'attente.</li> <li>Le montant indiqué représente des fonds initiaux versés aux provinces et aux territoires par l'entremise d'une fiduciaire administrée par des tiers qui leur assure la marge de manœuvre voulue pour retirer les sommes requises jusqu'au 31 mars 2009, en reconnaissance des différentes priorités et stratégies de chaque administration concernant la réduction des temps d'attente. Cet engagement a été légiféré dans le projet de loi C-39.</li> <li>L'annonce est affichée sur le site Web du Premier ministre du Canada à l'adresse <a href="http://pm.gc.ca/tra/news.asp?id=260">http://pm.gc.ca/tra/news.asp?id=260</a>.</li> </ul> <p>(18) Conclusions importantes de l'évaluation et URL de la dernière évaluation : Une évaluation de ce programme de transfert n'a pas été exécutée.</p>						

1) Nom du programme de paiements de transfert : Fonds pour l'équipement médical et de diagnostic		2) Date de départ : 2004-2005		3) Date de la fin : 2004-2005		4) Financement total : 500,0 millions de dollars							
5) Description du programme de paiements de transfert : Transfert ponctuel aux provinces et aux territoires à l'appui des investissements dans l'équipement médical et de diagnostic.													
6) Objectifs, résultats attendus et résultats : Augmentation des investissements dans l'équipement médical et de diagnostic.													
7) Résultats obtenus ou progrès réalisés : Des paiements exacts sont versés en temps opportun aux provinces et aux territoires et satisfont à toutes les exigences législatives et réglementaires à leur sujet.													
14) Activité de programme : Paiements de transfert aux provinces et aux territoires		8) Dépenses réelles 2002-2003		9) Dépenses réelles 2003-2004		10) Dépenses prévues 2004-2005		11) Total des autorisations 2004-2005		12) Dépenses réelles 2004-2005		13) Écart entre 10 et 12	

14) Activité de programme : Paiements de transfert aux provinces et aux territoires					
- Autres paiements de transfert	31 141	31 734	32 000	31 818	31 818
					182
17) Observations sur les écarts : Sans objet.					
18) Conclusions importantes de l'évaluation et URL de la dernière évaluation : Une évaluation de ce programme de transfert n'a pas été exécutée.					

<b>1) Nom du programme de paiements de transfert : Paiement à la Nouvelle-Écosse ayant trait à la péréquation</b>					
2) Date de départ : 2004	3) Date de la fin : 2006	Financement total : 25,0 millions de dollars			

5) Description du programme de paiements de transfert : Dans le cadre du budget de 2004, pour fournir des paiements en espèces à la Nouvelle-Écosse qui équivalaient à changer à 2000-2001 la date de commencement de sa disposition de compensation du Programme de péréquation (« remettre à l'heure la pendule ») en reconnaissance du fait que l'Accord avec la Nouvelle-Écosse a été déclenché en 1993-1994 par un petit projet et non par un plus grand projet prévu et, par conséquent, que les avantages attendus de cette disposition ne se sont jamais matérialisés.

6) Objectifs, résultats attendus et résultats : Sans objet.

7) Résultats obtenus ou progrès réalisés : Des paiements exacts sont versés en temps opportun à la province et satisfont à toutes les exigences législatives et réglementaires à leur sujet.

8) Dépenses réelles 2002-2003	9) Dépenses réelles 2003-2004	10) Dépenses prévues 2004-2005	11) Total des autorisations 2004-2005	12) Dépenses réelles 2004-2005	13) Écart entre 10 et 12
—	—	—	21 000	21 000	(21 000)
14) Activité de programme : Paiements de transfert aux provinces et aux territoires					
- Autres paiements de transfert					

17) Observations sur les écarts : Sans objet.

La somme pour 2004-2005 a été légitimée dans le projet de loi du budget de 2004 (projet de loi C-30), puis versée en juin 2004.

18) Conclusions importantes de l'évaluation et URL de la dernière évaluation : Une évaluation de ce programme de transfert n'a pas été exécutée.

<b>1) Nom du programme de paiements de transfert : Transfert pour la réduction des temps d'attente</b>		
2) Date de départ : 2004	3) Date de la fin : 31 mars 2014	4) Financement total : 5,5 milliards de dollars sur dix ans
5) Description du programme de paiements de transfert : Soutenir les provinces et les territoires pour qu'ils réduisent les temps d'attente dans les secteurs de santé prioritaires. Les paiements de 2004-2005 à 2008-2009 seront effectués par l'entremise d'une fiducie administrée par des tiers de 4,25 milliards de dollars, et sous forme de paiements annuels permanents de 250,0 millions de dollars pour 2009-2010 à 2013-2014.		

<b>1) Nom du programme de transfert : Financement prévu par la loi — Transfert visant la réforme des soins de santé (TRSS)</b>						
<b>2) Date de départ :</b> 1 <sup>er</sup> avril 2003		<b>3) Date de la fin :</b> 31 mars 2005		<b>4) Financement total :</b> 1,5 milliard de dollars en 2004-2005		
<b>5) Description du programme de paiements de transfert :</b> Fournir des paiements en espèces aux provinces et aux territoires pour accélérer la réforme des secteurs prioritaires indiqués dans l' <i>Accord de 2003 des premiers ministres sur le renouvellement des soins de santé</i> , à savoir les soins de santé primaires, les soins à domicile et la couverture des médicaments onéreux.						
<b>6) Objectifs, résultats attendus et résultats :</b> Les provinces et les territoires pourront accélérer la réforme des soins de santé primaires, des soins à domicile et de la couverture des médicaments onéreux. Ce transfert doit être ajouté au TCS à compter de 2005-2006.						
<b>7) Résultats obtenus ou progrès réalisés :</b> Des paiements exacts sont versés en temps opportun aux provinces et aux territoires et satisfont à toutes les exigences législatives et réglementaires à leur sujet.						
<b>14) Activité de programme :</b> Paiements de transfert aux provinces et aux territoires						
<b>- Autres paiements de transfert</b>		—	1 000 000	1 500 000	1 500 000	1 500 000
<b>17) Observations sur les écarts :</b> Sans objet.						
<b>18) Conclusions importantes de l'évaluation et URL de la dernière évaluation :</b> Une évaluation de ce programme de transfert n'a pas été exécutée.						

1) Nom du programme de transfert : Financement prévu par la loi — Lois constitutionnelles de 1867 à 1982, et autres autorisations législatives							
2) Date de départ : 1867		3) Date de la fin : Permanent		4) Financement total : Sans objet.			
5) Description du programme de paiements de transfert : Fournir une source de revenu aux provinces pour les indemniser de la perte de revenus lorsqu'elles ont joint la Confédération, et appuyer les administrations et les assemblées législatives provinciales.							
6) Objectifs, résultats attendus et résultats : Transférer des ressources aux provinces conformément à la Loi constitutionnelle de 1867 et à celle de 1982, ainsi qu'à d'autres documents et lois constitutionnels à l'appui du financement des opérations provinciales.							
7) Résultats obtenus ou progrès réalisés : Des paiements exacts sont versés en temps opportun aux provinces et satisfont à toutes les exigences législatives et réglementaires à leur sujet.							
8) Dépenses réelles 2002-2003		9) Dépenses réelles 2003-2004		10) Dépenses prévues 2004-2005		11) Total des autorisations 2004-2005	
12) Dépenses réelles 2004-2005		13) Écart entre 10 et 12					

18) Conclusions importantes de l'évaluation et URL de la dernière évaluation : Une vérification interne du Transfert canadien en matière de santé et de programmes sociaux (TCSPS) a été préparée en mai 2002 et peut être consultée sur le site Web du ministère des Finances Canada à l'adresse [http://www.fin.gc.ca/toctf/2002/audit\\_transfers-f.html](http://www.fin.gc.ca/toctf/2002/audit_transfers-f.html).

Remarque : Par souci d'exhaustivité, le montant au titre du TCSPS est indiqué sous le TCS pour 2002-2003 et 2003-2004. Le 1<sup>er</sup> avril 2004, le TCSPS a été scindé en deux pour former le Transfert canadien pour la santé et le Transfert canadien en matière de programmes sociaux.

**1) Nom du programme de transfert : Financement prévu par la loi — Transfert canadien en matière de programmes sociaux (TCPS)**

2) Date de départ : 2004

3) Date de la fin : Permanent

4) Financement total : Sans objet.

5) Description du programme de paiements de transfert : Fournir un soutien égal par habitant aux provinces et aux territoires grâce à des transferts en espèces et des transferts de points d'impôt pour les aider à financer l'enseignement postsecondaire, l'aide sociale et les services sociaux, ce qui comprend les services de développement de la petite enfance ainsi que d'apprentissage et de garde des jeunes enfants. Le TCPS fournit aux provinces et territoires la marge de manœuvre voulue pour attribuer les paiements entre les secteurs qu'ils appuient en fonction de leurs propres priorités et appuie l'engagement du gouvernement d'interdire des exigences minimales de résidence au titre de l'aide sociale.

6) Objectifs, résultats attendus et résultats : Fournir des paiements en espèces et des transferts de points d'impôt à l'appui des revenus budgétaires provinciaux et territoriaux pour permettre aux provinces et aux territoires de fournir des services sociaux, de l'aide sociale et un enseignement postsecondaire essentiellement comparables.

7) Résultats obtenus ou progrès réalisés : Des paiements exacts sont versés en temps opportun aux provinces et aux territoires et satisfont à toutes les exigences législatives et réglementaires à leur sujet.

14) Activité de programme : Paiements de transfert aux provinces et aux territoires	8) Dépenses réelles 2002-2003	9) Dépenses réelles 2003-2004	10) Dépenses prévues 2004-2005	11) Total des autorisations 2004-2005	12) Dépenses réelles 2004-2005*	13) Écart entre 10 et 12
- Autres paiements de transfert	remarque	remarque	7 900 000	7 900 000	7 900 000	—

17) Observations sur les écarts : Sans objet.

18) Conclusions importantes de l'évaluation et URL de la dernière évaluation : Une vérification interne du Transfert canadien en matière de santé et de programmes sociaux (TCSPS) a été préparée en mai 2002 et peut être consultée sur le site Web du ministère des Finances Canada à l'adresse [http://www.fin.gc.ca/toctf/2002/audit\\_transfers-f.html](http://www.fin.gc.ca/toctf/2002/audit_transfers-f.html).

Remarque : Par souci d'exhaustivité, le montant au titre du TCSPS est indiqué sous le TCS pour 2002-2003 et 2003-2004. Le 1<sup>er</sup> avril 2004, le TCSPS a été scindé en deux pour former le Transfert canadien pour la santé et le Transfert canadien en matière de programmes sociaux.

\* Le paiement en espèces de 7,9 milliards de dollars ne comprend pas la valeur des points d'impôt transférés aux provinces et aux territoires, qui a chiffré la valeur de ces points d'impôt à 6,7 milliards de dollars en 2004-2005. Cette disposition tient compte des points d'impôt que le gouvernement fédéral a transférés en 1967 et en 1977 à toutes les provinces au lieu de certains transferts directs en espèces.

14) Activité de programme : Paiements de transfert aux provinces et aux territoires						
- Autres paiements de transfert						
17) Observations sur les écarts : La somme pour 2004-2005 a été légiférée dans le projet de loi sur le budget de 2004 (projet de loi C-30), puis versée en juin 2004.						
18) Conclusions importantes de l'évaluation et URL de la dernière évaluation : Une évaluation de ce programme de transfert n'a pas été effectuée.						

1) Nom du programme de transfert : Financement prévu par la loi — Transfert canadien pour la santé (TCS)	2) Date de départ : 2004	3) Date de la fin : Permanent	4) Financement total : Sans objet.
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5) Description du programme de paiements de transfert : Fournir un soutien égal par habitant au titre des soins de santé grâce à des transferts en espèces et des transferts de points d'impôt aux administrations provinciales et territoriales. Le TCS appuie l'engagement pris par le gouvernement de maintenir les critères et conditions nationaux de la *Loi canadienne sur la santé* (intégralité, universalité, transférabilité, accessibilité et gestion publique).

6) Objectifs, résultats attendus et résultats : Fournir des paiements en espèces et des transferts de points d'impôt à l'appui des revenus budgétaires provinciaux et territoriaux pour permettre aux provinces et aux territoires de fournir des services de soins de santé essentiellement comparables qui soient conformes aux principes de la *Loi canadienne sur la santé*.

7) Résultats obtenus ou progrès réalisés : Des paiements exacts sont versés en temps opportun aux provinces et aux territoires et satisfont à toutes les exigences législatives et réglementaires à leur sujet.

14) Activité de programme : Paiements de transfert aux provinces et aux territoires						
(8) Dépenses réelles 2002-2003	(9) Dépenses réelles 2003-2004	(10) Dépenses prévues 2004-2005	(11) Total des autorisations 2004-2005	(12) Dépenses réelles 2004-2005	(13) Écart entre 10 et 12	
18 600 000 (voir remarque)	19 325 000 (voir remarque)	12 650 000	13 650 000	13 650 000	(1 000 000)	
- Autres paiements de transfert						

17) Observations sur les écarts :

- Le 16 septembre 2004, le gouvernement du Canada a annoncé un financement supplémentaire de 41,0 milliards de dollars pour les provinces et territoires à l'appui du Plan décennal pour consolider les soins de santé. Pour 2004-2005, des fonds supplémentaires de 2,125 milliards de dollars ont été fournis dans le cadre de cet accord. La somme de 1,0 milliard de dollars indiquée à la colonne 13 se rapporte au plan décennal. Les sommes ont été légiférées dans le projet de loi C-39 (mars 2005).
- Le paiement en espèces de 13,7 milliards de dollars ne comprend pas la valeur des points d'impôt transférés aux provinces et aux territoires, qui a chiffré la valeur de ces points d'impôt à 10,9 milliards de dollars en 2004-2005. Cette disposition tient compte des points d'impôt que le gouvernement fédéral a transférés en 1967 et en 1977 à toutes les provinces au lieu de certains transferts directs en espèces.
- L'annonce est affichée sur le site Web du Premier ministre du Canada à l'adresse <http://pm.gc.ca/tra/news.asp?id=260>.

1) Nom du programme de paiements de transfert : Paiement à la Saskatchewan ayant trait à la péréquation		2) Date de départ : 2004	3) Date de la fin : 2005	4) Financement total : 120,0 millions de dollars
5) Description du programme de paiements de transfert : Versement de fonds à la Saskatchewan se rapportant à un problème lié à la mesure des concessions de la Couronne (pétrole et gaz) dans le programme de péréquation.				
6) Objectifs, résultats attendus et résultats : Sans objet.				
7) Résultats obtenus ou progrès réalisés : Des paiements exacts sont versés en temps opportun aux territoires et satisfont à toutes les exigences législatives et réglementaires à leur sujet.				
8) Dépenses réelles 2002-03	9) Dépenses réelles 2003-2004	10) Dépenses prévues 2004-2005	11) Total des autorisations 2004-2005	12) Dépenses réelles 2004-2005
13) Écart entre 10 et 12				

<p>18) Conclusions importantes de l'évaluation et URL de la dernière évaluation : Une évaluation de ce programme de transfert n'a pas été exécutée. Un groupe d'experts se penche sur le programme et devrait annoncer ses conclusions en décembre 2005. Le site Web du ministère des Finances Canada contient des renseignements récents sur le groupe d'experts à l'adresse <a href="http://www.fin.gc.ca/news05/05-020f.html">http://www.fin.gc.ca/news05/05-020f.html</a>.</p>					
<p>17) Observations sur les écarts :</p> <ul style="list-style-type: none"> <li>Les estimations officielles calculées en septembre et en octobre 2004 faisaient état d'un recul appréciable par rapport aux prévisions initiales. Le 26 octobre 2004, le gouvernement du Canada a annoncé un nouvel accord de financement décennal — le nouveau cadre de la péréquation et de la FFT — qui fournira aux provinces d'importants fonds supplémentaires. Pour 2004-2005, la somme supplémentaire de 1,321 milliard de dollars a été fournie en vertu de cet accord. Les sommes ont été prévues par la loi dans le projet de loi C-24 (mars 2005).</li> <li>L'annonce figure au site Web du Premier ministre à l'adresse <a href="http://pm.gc.ca/tra/news.asp?id=300">http://pm.gc.ca/tra/news.asp?id=300</a>.</li> <li>Veillez prendre note que la colonne 8 ne contient pas les 140,0 millions de dollars fournis au Manitoba se rapportant à la péréquation. La colonne 11 comprend les 150,0 millions de dollars ayant trait au renouvellement du programme aux termes du budget de 2004.</li> </ul>					
14) Activité de programme : Paiements de transfert aux provinces et aux territoires					
- Autres paiements de transfert	10 560 152	7 445 576	9 917 000	10 761 818	10 761 818 (844 818)
7) Résultats obtenus ou progrès réalisés : Des paiements exacts sont versés en temps opportun aux provinces et satisfont à toutes les exigences législatives et réglementaires à leur sujet.					
8) Dépenses réelles 2002-2003	9) Dépenses réelles 2003-2004	10) Dépenses prévues 2004-2005	11) Total des autorisations 2004-2005	12) Dépenses réelles 2004-2005	13) Écart entre 10 et 12
<p>5) Description du programme de paiements de transfert : Fournir aux administrations provinciales des paiements, fondés sur une formule qui mesure la capacité relative de percevoir des revenus, pour veiller à ce qu'elles disposent des ressources requises pour fournir des services publics. Les paiements de péréquation ne sont assujettis à aucune condition, les provinces peuvent les affecter comme bon leur semble. En 2005-2006, huit provinces recevront des paiements dans le cadre de ce programme.</p> <p>6) Objectifs, résultats attendus et résultats : Fournir aux administrations provinciales les ressources qui les aideront à fournir des services publics raisonnablement comparables à leurs résidents à des taux d'imposition relativement comparables.</p>					

# Tableau 11 : Détails des programmes de paiements de transfert (PPT)

(en milliers de dollars)

1) Nom du programme de paiement de transfert : Paiements de transfert aux administrations territoriales		2) Date de départ : 1985		3) Date de la fin : Permanent		4) Financement total : Le projet de loi C-24 change les paiements de transfert aux administrations territoriales, qui passent d'un crédit voté (crédit 15) à un crédit législatif.	
5) Description du programme de paiements de transfert : Fournir des paiements en espèces aux administrations territoriales à l'appui de leurs revenus budgétaires.							
6) Objectifs, résultats attendus et résultats : Fournir aux administrations territoriales les ressources requises pour les aider à fournir des services publics à leurs résidents qui soient raisonnablement comparables aux services publics fournis par les administrations provinciales à des taux d'imposition raisonnablement comparables, tout en reconnaissant les circonstances particulières qui existent dans les territoires.							
7) Résultats obtenus ou progrès réalisés : Des paiements exacts sont versés en temps opportun aux territoires et satisfont à toutes les exigences législatives et réglementaires à leur sujet.							
14) Activité de programme : Paiements de transfert aux provinces et aux territoires							
- Autres paiements de transfert		1 503 849		1 792 054		1 800 000	

Critères de mesure du rendement	Résultats prévus	Réglement
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Résultats obtenus

Un document de consultation devrait être publié en juin 2005.

Un document de consultation devrait être publié en juin 2005.

Une loi et un règlement seront déposés en réponse aux recommandations du GAFI revues et corrigées après consultation.

Modification de la Loi sur le recyclage des produits de la criminalité et le financement des activités terroristes et de son règlement

En 2004, il se peut que le gouvernement dépose des modifications à la Loi sur la taxe sur les produits et services des premières nations pour faciliter la conclusion d'accords fiscaux entre le gouvernement du Québec et les conseils des Indiens au Québec. D'autres modifications techniques pourraient être apportées à la Loi et à la Loi de l'impôt sur le revenu.

Modifications à la Loi sur la taxe sur les produits et services des premières nations et autres modifications techniques.

Règlement	Résultats prévus	Critères de mesure du rendement	Résultats obtenus
	<p>fiducies non résidentes et aux entités de placement étrangères.</p>		<p>projet de loi devrait être déposé à l'automne de 2005.</p>

<p>Propositions relatives à l'impôt sur le revenu de 2004 — autres questions</p>	<p>Le gouvernement envisage, sous réserve des résultats des consultations, de diffuser de nouveau un avant-projet de loi ayant trait aux échanges transfrontaliers d'actions en 2004. À l'automne 2004, le gouvernement entend aussi diffuser un avant-projet de loi sur la déductibilité des intérêts et autres dépenses</p>	<p>Production du projet de loi.</p>	<p>Les modifications se rapportant à ces mesures devraient être publiées à l'été ou à l'automne de 2005.</p>
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<p>Modifications à la Loi sur l'accise, 2001</p>	<p>La législation nécessaire à la mise en œuvre des améliorations visant le cadre d'accise révisé sera déposée en 2004.</p>	<p>Préparation du projet de loi</p> <p>et du matériel connexe pour mettre en œuvre les modifications des droits d'accise grâce à divers instruments législatifs et soutien du processus parlementaire.</p>	<p>Le projet de loi, les notes explicatives et le matériel d'information connexe se rapportant aux modifications techniques des droits d'accise ont été préparés aux fins du dépôt.</p>
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<p>Modifications à la Loi sur le droit pour la sécurité des passagers du transport aérien</p>	<p>En 2004, le gouvernement envisage de présenter un projet de loi pour modifier la Loi sur le droit pour la sécurité des passagers du transport aérien pour mettre en place la réduction du droit qui a été annoncée dans le budget de 2004 et dans d'autres modifications techniques.</p>	<p>Préparation du projet de loi et de la documentation nécessaire à l'appui du processus parlementaire.</p>	<p>Le projet de loi C-33 devrait recevoir la sanction royale en mai 2005.</p> <p>Le projet de loi C-43 devrait recevoir la sanction royale en juin 2005.</p>
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Critères de mesure du rendement	Résultats prévus	Résultats obtenus
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Production du projet de loi.	projet de loi C-48 (2003), qui a reçu la sanction royale le 7 novembre 2003.	
	En 2004, le gouvernement envisage de déposer un projet de loi visant à mettre en œuvre toutes les mesures concernant l'impôt sur le revenu annoncées dans le budget de 2004.	Le projet de loi C-30 a reçu la sanction royale le 14 mai 2004. Le projet de loi C-33 devrait recevoir la sanction royale en mai 2005.

Production du projet de loi.	Le 27 février 2004, le gouvernement a diffusé de nouveau un ensemble de modifications techniques qui avaient été présentées le 20 décembre 2003. Le gouvernement envisage de présenter un projet de loi en 2004 pour mettre en œuvre ces mesures telles que modifiées en 2004.	Ces modifications, jumelées à d'autres mesures en cours liées aux fiducies non résidentes et aux entités de placement étrangères, seront publiées de nouveau aux fins de consultations en juillet 2005. Un projet de loi devrait être déposé à l'automne de 2005. Les modifications ayant trait aux sociétés étrangères affiliées pourraient être incluses dans le projet de loi ou même dans un projet de loi distinct, selon le rythme des consultations.
	Le projet de loi C-30 a été adopté le 31 mars 2004.	Le projet de loi C-30 a reçu la sanction royale le 14 mai 2004.

Production du projet de loi.	Le projet de loi d'exécution du budget de 2004 mettra en œuvre généralement des mesures non fiscales découlant du budget de 2004.	Loi modifiant la Loi de l'impôt sur le revenu, 2004 (entités de placement étrangères et fiducies non résidentes) En 2004, le gouvernement envisage d'aller de l'avant avec la motion de voies et moyens d'octobre 2003 afin de mettre en œuvre les propositions du budget de 1999 liées aux consultations en juillet 2005. Un
		Ces modifications, jumelées à d'autres modifications techniques en cours, seront publiées de nouveau aux fins de consultations en juillet 2005. Un

Réglement	Résultats prévus	Critères de mesure du rendement	Résultats obtenus
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Le projet de loi, les notes explicatives et les documents d'information connexes se rapportant aux modifications techniques de la TPS/TVH ont été préparés en vue de leur dépôt.

D'ici la fin de 2004-2005, on mettra au point un règlement précisant le mode de calcul des paiements au titre du programme de péréquation, qui entrera en vigueur en 2004-2005.

Une réglementation provisoire sera adoptée pour veiller à ce que les paiements initiaux puissent être faits.

La loi plutôt que le règlement établit les paiements.

Cet objectif a été atteint dans le cadre de la mise en œuvre du nouveau cadre et de la transition vers ce dernier.

Cet objectif a été atteint parce que la loi élargissant les paiements de péréquation a également élargi le règlement.

Mise en œuvre des conventions fiscales

En 2004, le gouvernement déposera peut-être un projet de loi pour approuver et mettre en œuvre des conventions fiscales nouvelles et modifier entre le Canada et d'autres pays.

Le projet de loi S-17 : Loi mettant en œuvre un accord, des conventions et des protocoles conclus entre le Canada et le Gabon, l'Irlande, l'Arménie, l'Oman et l'Azerbaïdjan en vue d'éviter les doubles impositions et de prévenir l'évasion fiscale a reçu la sanction royale le 23 mars 2005.

Réglement découlant du projet de loi C-48 (Imposition du revenu tiré des ressources naturelles)

Le gouvernement envisage de soumettre à l'examen et à l'approbation du gouvernement en conseil un règlement en 2004 afin de donner suite aux mesures prévues dans le

Production du projet de loi.

Le Règlement a été élaboré et devrait être publié à la partie I de la *Gazette du Canada* en 2005.

# Tableau 10 : Principales initiatives de réglementation

Veillez noter que les deux premières colonnes du tableau qui suit sont extraites textuellement du Rapport sur les plans et priorités pour 2004-2005 du Ministère.

Critères de mesure du rendement		Réglement
Résultats prévus	Résultats obtenus	

À la fin de mars 2005, le projet de loi était presque prêt à être déposé. Le budget de 2005 contenait l'engagement de déposer le projet de loi au printemps.	On déposera un projet de loi visant à actualiser les dispositions sur la gouvernance dans les lois sur les institutions financières, pour tenir compte de l'adoption du projet de loi S-1 (modifications de la Loi canadienne sur les sociétés par actions) et des faits nouveaux dans le secteur des entreprises en général.	
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<p>Le gouvernement a mis en œuvre un certain nombre de mesures tarifaires, notamment l'élimination des droits de douane sur un éventail d'intrants et la simplification des règles d'origine de l'ALÉNA s'appliquant à certains produits.</p>	<p>Tarif des douanes — Le Tarif contient un certain nombre de dispositions qui autorisent le gouvernement à répondre aux besoins de compétitivité de l'industrie canadienne, à faire respecter les droits du Canada et à satisfaire ses obligations aux accords internationaux auxquels il souscrit.</p>	<p>Le gouvernement a proposé plusieurs modifications techniques (TPS/TVH) pour régler des questions stratégiques ou techniques nouvelles. Préparation du projet de loi et du matériel connexe pour mettre en œuvre les modifications de la TPS/TVH par l'entremise de divers mécanismes législatifs et soutien du processus parlementaire.</p>
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<p>Le gouvernement proposera plusieurs modifications techniques (TPS/TVH) pour régler des questions stratégiques ou techniques nouvelles. Préparation du projet de loi et du matériel connexe pour mettre en œuvre les modifications de la TPS/TVH par l'entremise de divers mécanismes législatifs et soutien du processus parlementaire.</p>	<p>Le gouvernement proposera plusieurs modifications techniques (TPS/TVH) pour régler des questions stratégiques ou techniques nouvelles. Préparation du projet de loi et du matériel connexe pour mettre en œuvre les modifications de la TPS/TVH par l'entremise de divers mécanismes législatifs et soutien du processus parlementaire.</p>	<p>Le gouvernement proposera plusieurs modifications techniques (TPS/TVH) pour régler des questions stratégiques ou techniques nouvelles. Préparation du projet de loi et du matériel connexe pour mettre en œuvre les modifications de la TPS/TVH par l'entremise de divers mécanismes législatifs et soutien du processus parlementaire.</p>
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# Tableau 9B : Modèle de présentation des frais d'utilisation de 2004-2005 — Politique sur les normes de service pour les frais d'utilisation

A. Frais d'utilisation externes		Norme de service	Résultat du rendement	Consultation des intervenants
Frais demandés pour le traitement des demandes d'accès présentées en vertu de la Loi sur l'accès à l'information	Le Ministère attend la décision du Commissariat à l'information quant à la plainte en suspens.	Le Ministère a reçu trois plaintes concernant des retards en 2004-2005. Deux d'entre elles ont été résolues, et le Commissariat à l'information en suspens.	Le Ministère attend la décision du Commissariat à l'information quant à la plainte en suspens.	Le Ministère a reçu trois plaintes concernant des retards en 2004-2005. Deux d'entre elles ont été résolues, et le Commissariat à l'information en suspens.
	Le Ministère a reçu trois plaintes concernant des retards en 2004-2005. Deux d'entre elles ont été résolues, et le Commissariat à l'information en suspens.	Le Ministère a reçu trois plaintes concernant des retards en 2004-2005. Deux d'entre elles ont été résolues, et le Commissariat à l'information en suspens.	Le Ministère a reçu trois plaintes concernant des retards en 2004-2005. Deux d'entre elles ont été résolues, et le Commissariat à l'information en suspens.	Le Ministère a reçu trois plaintes concernant des retards en 2004-2005. Deux d'entre elles ont été résolues, et le Commissariat à l'information en suspens.

## B. Renseignements supplémentaires :

Frais demandés pour le traitement des demandes d'accès présentées en vertu de la Loi sur l'accès à l'information	Le Ministère attend la décision du Commissariat à l'information quant à la plainte en suspens.	Le Ministère a reçu trois plaintes concernant des retards en 2004-2005. Deux d'entre elles ont été résolues, et le Commissariat à l'information en suspens.	Le Ministère attend la décision du Commissariat à l'information quant à la plainte en suspens.	Le Ministère a reçu trois plaintes concernant des retards en 2004-2005. Deux d'entre elles ont été résolues, et le Commissariat à l'information en suspens.
Le Ministère attend la décision du Commissariat à l'information quant à la plainte en suspens.	Le Ministère a reçu trois plaintes concernant des retards en 2004-2005. Deux d'entre elles ont été résolues, et le Commissariat à l'information en suspens.	Le Ministère attend la décision du Commissariat à l'information quant à la plainte en suspens.	Le Ministère a reçu trois plaintes concernant des retards en 2004-2005. Deux d'entre elles ont été résolues, et le Commissariat à l'information en suspens.	Le Ministère attend la décision du Commissariat à l'information quant à la plainte en suspens.

## Tableau 9A : Modèle de présentation des frais d'utilisation de 2004-2005 — Loi sur les frais d'utilisation

Le tableau qui suit signale les frais d'utilisation administrés par le Ministère.

				2004-2005		Années de planification					
A. Frais d'utilisation	Genre de frais	Pouvoir d'établissement des frais	Date de la dernière modification	Revenu		Coût total (K\$)	Norme de rendement	Résultats du rendement	Revenus		
				prévu (K\$)	Revenu réel (K\$)				prévus (K\$)	Coût total estimatif (K\$)	
Frais demandés pour le traitement des demandes d'accès présentées en vertu de la Loi sur l'accès à l'information	O	Loi sur l'accès à l'information	1992	6	7	732	Cadre en voie d'élaboration par le Secrétariat du Conseil du Trésor du Canada (le Secrétariat)	Les délais fixés par la loi sont respectés 77,4 % du temps	2005-2006 2006-2007 2007-2008	8 8,5 9	902 902 902
				Pour un complément d'information : <a href="http://lois.justice.gc.ca/fr/A-1/39.html">http://lois.justice.gc.ca/fr/A-1/39.html</a>							

### B. Date de la dernière modification :

Sans objet.

### C. Renseignements supplémentaires :

Le Ministère adopte la pratique de renoncer aux frais inférieurs à 25 \$. De plus, il peut exceptionnellement renoncer à d'autres frais lorsque les circonstances l'exigent.

1. Le « Total des autorisations » pour le programme de la Politique du secteur financier (PSF) comprend la somme de 68 572 000 \$ au titre des paiements aux déposants de la Banque Commerciale du Canada, de la Compagnie de placements hypothécaires de la BCC et de la Norbanque conformément à la *Loi sur l'indemnité aux déposants de certaines institutions financières*. Ce poste législatif n'a pas été inclus à la colonne du « Budget principal des dépenses » ou à celle des « Dépenses prévues » pour 2004-2005, et aucun paiement n'a été prélevé sur cette autorisation pour 2004-2005 ou les deux exercices précédents. Ce poste est indiqué dans les « Projets spéciaux » des *Comptes publics du Canada pour 2004-2005*. Il convient de le signaler dans les présentes sous l'activité du programme de la PSF.

L'autorisation et les données réelles de l'activité de programme de la PSF comprennent également la somme de 6,0 millions au titre des avances conformément au paragraphe 13(1) de la *Loi sur l'Agence de la consommation en matière financière du Canada*. Le total des autorisations et les données réelles au titre des avances sont indiqués dans les « Projets spéciaux » des *Comptes publics du Canada pour 2004-2005*. Il convient de les signaler dans les présentes sous l'activité du programme de la PSF.

2. Le total des autorisations et les dépenses réelles de l'activité de programme des Organisations financières internationales (OFI) comprennent la somme de 734 752 000 \$ au titre des autorisations pour perte nette sur le change non requises pour l'exercice en cours. Ces sommes sont indiquées dans le secteur activité de l'administration générale des *Comptes publics du Canada pour 2004-2005*. Il convient de les signaler dans les présentes sous l'activité de programme des OFI. Ces montants législatifs n'ont pas été inclus dans le « Budget principal des dépenses » ou les « Dépenses prévues » pour 2004-2005.

L'écart au titre des OFI est principalement attribuable aux « Subventions et contributions » du crédit 5 qui n'ont pas été entièrement remises aux PTE puisque certains d'entre eux n'avaient pas encore atteint le point d'achèvement des étapes de l'Initiative en faveur des PTE et, par conséquent, n'avaient pas droit à l'allègement de la dette. De plus, l'accord conclu entre le Canada et le FMI établit le montant total que le Canada mettra à la disposition de la FRPC. Chaque année, le FMI fournit une estimation de la demande prévue des prêts canadiens. Le montant réel prêté varie par rapport aux estimations en raison du changement des taux de change, de la fluctuation de la demande par les emprunteurs de la FRPC ainsi que des décisions de planification prises entre le FMI et d'autres prêteurs de la FRPC.

Rapport ministériel sur le rendement de 2004-2005

2004-2005 (en milliers de dollars)											
Activités de programme											
Direction	Politique de l'impôt	Politique économique et fiscale	Politique du secteur financier <sup>1</sup>	Développement économique et finances intégrées	Relations fédérales-provinciales et politique sociale	Finances et échanges internationaux	Dette publique	Monnaie canadienne	Paiements de transfert aux provinces et aux territoires	Organisations financières internationales <sup>2</sup>	Total
Développement économique et finances intégrées											
Budget principal des dépenses				7 854							7 854
Dépenses prévues				7 854							7 854
Total des autorisations				13 981							13 981
Dépenses réelles				12 096							12 096
Relations fédérales-provinciales et politique sociale											
Budget principal des dépenses					10 195				31 555 000		31 565 195
Dépenses prévues					10 195				30 600 000		30 610 195
Total des autorisations					11 151				37 779 444		37 790 595
Dépenses réelles					11 394				37 746 615		37 758 009
Finances et échanges internationaux											
Budget principal des dépenses						14 452				1 248 895	1 263 347
Dépenses prévues						14 452				1 248 895	1 263 347
Total des autorisations						15 748				2 316 524	2 332 272
Dépenses réelles						14 939				1 454 058	1 468 997

Nota : Les chiffres ayant été arrondis, leur somme peut ne pas correspondre aux totaux indiqués.

## Tableau 8 : Besoins de ressources par direction

Le tableau qui suit présente la répartition des fonds au Ministère au niveau de la direction.

2004-2005 (en milliers de dollars)												
Activités de programme												
Direction	Politique de l'impôt	Politique économique et fiscale	Politique du secteur financier <sup>1</sup>	Développement économique et finances intégrées	Relations fédérales-provinciales et politique sociale	Finances et échanges internationaux	Dette publique	Monnaie canadienne	Paiements de transfert aux provinces et aux territoires	Organisations financières internationales <sup>2</sup>	Total	
Politique de l'impôt												
Budget principal des dépenses	29 722										29 722	
Dépenses prévues	29 722										29 722	
Total des autorisations	32 445										32 445	
Dépenses réelles	31 893										31 893	
Politique économique et fiscale												
Budget principal des dépenses		13 957									13 957	
Dépenses prévues		13 957									13 957	
Total des autorisations		15 288									15 288	
Dépenses réelles		15 576									15 576	
Politique du secteur financier <sup>1</sup>												
Budget principal des dépenses			13 837								13 837	
Dépenses prévues			13 837								13 837	
Total des autorisations			89 905								89 905	
Dépenses réelles			20 725								20 725	
						33 869 946		63 993			33 954 664	

(en milliers de dollars)			
Données réelles 2002-2003	Données réelles 2003-2004	Revenus prévus	Données réelles 2004-2005

Association récréative de la fonction publique d'Ottawa	0,30	0,17	—	0,16
<b>Dette publique</b>				
Transfert de l'encours de la dette échue	2 588	4 536	—	4 617
Monnaie canadienne				
Monnaie canadienne	162 710	79 647	106 300	110 569
<b>Palements de transfert aux provinces et aux territoires</b>				
Prêts, placements et avances — Conventions fiscales fédérales-provinciales	59	59	—	59
Prêts, placements et avances — Office du développement municipal et des prêts aux municipalités	666	470	—	307
<b>Organisations financières internationales</b>				
Comptes d'opérations de change — Réserves internationales détenues dans le Compte du fonds des changes — Transfert des bénéfices	3 231 166	2 386 397	—	1 758 068
Comptes d'opérations de change — FMI — Souscriptions — Transfert des bénéfices	93 091	71 030	—	69 541
Prêts, placements et avances — FMI — FRPC	30 930	21 616	—	17 393
Prêts, placements et avances — Prêt à la Thaïlande au titre de l'aide financière	7 448	383	—	—
Gain net sur le change	193 909	121 681	—	70 190
<b>Total des revenus non réalisables</b>	<b>5 844 666</b>	<b>4 926 660</b>	<b>106 300</b>	<b>6 755 020</b>

2004-2005	Données réelles	Données réelles 2003-2004	Données réelles 2002-2003	(en milliers de dollars)
Revenus prévus	Données réelles	Données réelles	Données réelles	

Revenus non fiscaux divers — Vente de biens immobiliers à la Société immobilière du Canada limitée	2 268	3 853	8 185	Revenus non fiscaux divers — Vente de sociétés d'État
Revenus non fiscaux divers — Vente de sociétés d'État	2 561 657	—	—	Revenus non fiscaux divers — Vente de sociétés d'État
Revenu des dépenses des exercices précédents	5	16	46	Revenu des dépenses des exercices précédents
Revenu des biens et des services	—	84	—	Revenu des biens et des services
Revenu d'autres publications	63	6	14	Revenu d'autres publications
Droits — Accès à l'information	1	1	1	Droits — Accès à l'information
Autres frais et droits — Divers	27	1 176	1 097	Autres frais et droits — Divers
Produits de la vente de biens de la Couronne	1	0,06	1	Produits de la vente de biens de la Couronne
Association récréative de la fonction publique d'Ottawa	0,09	0,10	0,19	Association récréative de la fonction publique d'Ottawa
Relations fédérales-provinciales et politique sociale	—	—	—	Relations fédérales-provinciales et politique sociale
Revenu des dépenses des exercices précédents	7	20	56	Revenu des dépenses des exercices précédents
Revenu des biens et des services	—	102	—	Revenu des biens et des services
Revenu d'autres publications	81	7	18	Revenu d'autres publications
Droits — Accès à l'information	1	1	1	Droits — Accès à l'information
Autres frais et droits — Divers	36	1 432	1 335	Autres frais et droits — Divers
Produits de la vente de biens de la Couronne	1	0,07	1	Produits de la vente de biens de la Couronne
Association récréative de la fonction publique d'Ottawa	0,11	0,13	0,23	Association récréative de la fonction publique d'Ottawa
Finances et échanges internationaux	—	—	—	Finances et échanges internationaux
Revenu des dépenses des exercices précédents	10	27	74	Revenu des dépenses des exercices précédents
Revenu des biens et des services	—	138	—	Revenu des biens et des services
Revenu d'autres publications	115	9	23	Revenu d'autres publications
Droits — Accès à l'information	1	1	1	Droits — Accès à l'information
Autres frais et droits — Divers	50	1 944	1 763	Autres frais et droits — Divers
Produit de la vente de biens de la Couronne	2	0,10	2	Produit de la vente de biens de la Couronne

(en milliers de dollars)			
Données réelles 2002-2003	Données réelles 2003-2004	Revenus prévus	Données réelles 2004-2005

158	131	—	97
Prêts, investissements et avances — Agence de la consommation en matière financière du Canada			
—	218	—	—
Autres comptes — Ressources naturelles — Fonds renouvelable des ressources naturelles			
—	—	—	—
Autres comptes — Travaux publics et Services gouvernementaux — Fonds renouvelable de Conseils et Vérification Canada			
188	—	—	79
Autres comptes — Solliciteur général — Service correctionnel, fonds renouvelable de CORCAN			
3 175	—	—	—
Revenus non fiscaux divers — Transfert des comptes suivants, qui n'ont pas été réclamés ou qui sont en suspens depuis au moins dix ans : Compte d'avance fixe en souffrance, chèques non réclamés			
41 392	33 187	—	32 909
Revenus non fiscaux divers — Soldes non réclamés reçus de la Banque du Canada à l'égard des banques à charte			
4 272	3 759	—	3 675
Revenus non fiscaux divers — Prime sur intérêt hypothécaire			
3 653	5 194	—	7 171
Revenus non fiscaux divers — Divers			
237	129	—	134
Remboursement des dépenses des exercices précédents — Remboursement des salaires, des biens et des services			
85	22	—	10
Redressement des créditeurs des exercices précédents			
—	115	—	110
Vente d'autres publications			
27	8	—	12
Droits — Accès à l'information			
2	1	—	1
Autres frais et droits — Divers			
2 026	1 617	—	48
Produits de la vente de biens de la Couronne			
2	0,08	—	1
Association récréative de la fonction publique d'Ottawa			
0,35	0,14	—	0,15
Développement économique et finances intégrées			
Prêts, investissements et avances — Corporation de développement des investissements du Canada — Dividende			
40 000	119 000	—	164 000
Prêts, investissements et avances —			
19 756	22 226	—	14 817
Dividende de Petro-Canada			

# Revenu non réaffectable

2004-2005	Données réelles	Revenus prévus	Données réelles	2003-2004	Données réelles	2002-2003	Données réelles	(en milliers de dollars)
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## Politique de l'impôt

Remboursement des dépenses des exercices précédents — Remboursement des salaires, des biens et des services

147

53

—

21

Redressement des crédeturs des exercices précédents

—

276

—

237

Vente d'autres publications

46

18

—

26

Droits — Accès à l'information

3

2

—

2

Autres frais et droits — Divers

3 482

3 874

—

104

Produits de la vente de biens de la Couronne

3

0,2

—

3

Association récréative de la fonction publique d'Ottawa

1

0,34

—

0,33

## Politique économique et fiscale

Remboursement des dépenses des exercices précédents — Remboursement des salaires, des biens et des services

81

27

—

10

Redressement des crédeturs des exercices précédents

—

140

—

111

Vente d'autres publications

25

9

—

12

Droits — Accès à l'information

2

1

—

1

Autres frais et droits — Divers

1 927

1 968

—

49

Produits de la vente de biens de la Couronne

2

0,10

—

1

Association récréative de la fonction publique d'Ottawa

0,33

0,17

—

0,16

## Politique du secteur financier

Encaisse et débiteurs — Encaisse — Banques à charte

12 743

17 297

—

15 827

Encaisse et débiteurs — Encaisse — Dépôts à court terme

165 219

227 550

—

188 087

Encaisse et débiteurs — Encaisse — Solde du receveur général à la Banque du Canada

—

38 792

—

34 639

Prêts, investissements et avances — Banque du Canada — Transfert des profits

1 807 548

1 753 889

—

1 695 959

Prêts, investissements et avances — Loi de 1946 sur l'accord financier avec le Royaume-Uni, Intérêt reporté

3 276

2 521

—

1 767

## Tableau 7 : Sources de revenus réaffectables et non réaffectables

Le tableau qui suit indique les sources de revenus réaffectables et non réaffectables au niveau des activités de programme.

### Revenu réaffectable

2004-2005					(en milliers de dollars)	
Données réelles	Données réelles	Budget principal des dépenses	Revenus prévus	Total des autorisations	Données réelles	Données réelles

Politique de l'impôt	Vente de documents ministériels	3 519	3 884	205	205	205	118
Politiques économique et fiscale	Vente de documents ministériels	1 947	1 973	96	96	96	56
Politique du secteur financier	Vente de documents ministériels	2 047	1 622	95	95	95	55
Développement économique et finances intégrées	Vente de documents ministériels	1 109	1 179	54	54	54	31
Relations fédérales-provinciales et politique sociale	Vente de documents ministériels	1 349	1 436	70	70	70	41
Finances et échanges internationaux	Vente de documents ministériels	1 781	1 949	100	100	100	58
Total du revenu réaffectable		11 753	12 042	620	620	620	359

## Tableau 6 : Prêts, placements et avances (non budgétaires)

Le tableau qui suit fournit des détails par activité de programme sur les postes non budgétaires relevant du Ministère.

2004-2005					(en milliers de dollars)	
Données	Données	Données	Budget	Données	Données	Données
réelles	réelles	réelles	principal des dépenses	prévues	Total des autorisations	réelles

### Organisations financières internationales

Délivrance et paiement de billets à vue à l'Association internationale de développement	230 133	230 133	—	—	230 134	230 134
Délivrance de billets à vue à la Banque européenne pour la reconstruction et le développement —	7 718	7 086	10 228	10 228	6 535	6 535
Souscriptions au capital-actions						
Paiement et encaissement d'effets émis à la Banque européenne pour la reconstruction et le développement —						
Souscriptions au capital-actions	11 576	9 846	17 047	17 047	9 956	9 956
Emission de prêts à la FRPC du Fonds monétaire international <sup>1</sup>	131 251	41 797	105 000	105 000	113 451	19 303

### Politique du secteur financier

Avances conformément au paragraphe 13(1) de la Loi sur l'Agence de la consommation en matière financière du Canada	4 050	6 000	—	—	6 000	6 000
<b>Total</b>	<b>384 728</b>	<b>294 862</b>	<b>132 275</b>	<b>132 275</b>	<b>366 076</b>	<b>271 928</b>

1. L'accord conclu par le Canada et le FMI établit le montant total que le Canada mettra à la disposition de la FRPC. Chaque année, le FMI fournit une estimation de la demande prévue des prêts canadiens. Le montant réel prêté varie par rapport aux estimations en raison du changement des taux de change, de la fluctuation de la demande par les emprunteurs de la FRPC ainsi que des décisions de planification prises entre le FMI et d'autres prêteurs de la FRPC.

## Tableau 5 : Passif éventuel

Le tableau qui suit résume l'encours du passif éventuel du Ministère à la fin de chaque exercice.

(en milliers de dollars)		
31 mars 2005	31 mars 2004	Passif éventuel
12 243 732	13 361 576	Garanties d'emprunt
127 000	127 000	Réclamations et causes en instance ou imminentes
12 370 732	13 488 576	Total

## Tableau 4 : Coût net du Ministère

Le tableau suivant représente le coût net du Ministère. Il présente d'abord les dépenses réelles plus les services reçus sans frais moins les revenus non réaffectables afin d'arriver au coût net pour 2004-2005.

(en milliers de dollars)		2004-2005
Total des dépenses réelles		
<i>Plus les services reçus sans frais</i>		
Installations fournies par Travaux publics et Services gouvernementaux Canada	9 150	
Cotisations visant la part des employeurs des primes d'assurance et des dépenses des employés payées par le Conseil du Trésor (à l'exception des fonds renouvelables)	4 920	
Indemnisation des victimes d'accident de travail par RHDCC	1	
Traitements et dépenses connexes liés aux services juridiques fournis par le ministère de la Justice Canada	3 884	
<i>Moins les revenus non réaffectables</i>	6 755 020	
<b>Coût net du ministère en 2004-2005</b>		<b>66 504 169</b>

Credit voté ou législatif	Libellé tronqué du crédit voté ou législatif	Budget principal des dépenses	Dépenses prévues	Total des autorisations	Données réelles
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2004-2005 (en milliers de dollars)

développement —	Souscriptions au capital-actions	(L)	Emission de prêts à la Facilité pour la réduction de la pauvreté et la croissance (FRPC) du Fonds monétaire international <sup>4</sup>	105 000	105 000	113 451	19 302
(L)	Avances conformément au paragraphe 13(1) de la Loi sur l'Agence de la consommation en matière financière du Canada	—	—	—	6 000	74 208 424	73 241 234
Total		69 141 912	67 403 512	74 208 424	6 000		

*Nota : Les chiffres ayant été arrondis, leur somme peut ne pas correspondre aux totaux indiqués.*

1. L'écart au chapitre du crédit 5 « Subventions et contributions » est principalement attribuable au fait que certains PPTÉ n'avaient pas encore atteint le point d'achèvement des étapes de l'Initiative en faveur des PPTÉ et, par conséquent, n'avaient pas droit à l'allègement de la dette.

2. Le « Total des autorisations » pour les paiements à la FRPC du FMI comprend la somme de 83 096 000 \$, qui a été reportée de l'exercice 2003-2004. Le plafond des paiements à l'IDA est établi à 225 000 000 de DTS. Les montants inutilisés sont convertis en dollars canadiens au taux de change en vigueur au début de l'année, puis reportés au prochain exercice. Au total, 71 094 000 \$ ont été reportés et peuvent être utilisés au cours d'exercices ultérieurs.

3. Cette autorisation législative vise les paiements aux déposants des institutions bancaires qui ont fait faillite au cours des années 1980. Aucun paiement n'a été prélevé sur cette autorisation pour 2004-2005 ou les deux exercices précédents.

4. L'accord conclu par le Canada et le FMI établit le montant total que le Canada mettra à la disposition de la FRPC. Chaque année, le FMI fournit une estimation de la demande prévue des prêts canadiens. Le montant réel prêt varie par rapport aux estimations en raison du changement des taux de change, de la fluctuation de la demande par les emprunteurs de la FRPC ainsi que des décisions de planification prises entre le FMI et d'autres prêteurs de la FRPC.

2004-2005 (en milliers de dollars)				
Crédit voté ou législatif	Libelle tronqué du crédit voté ou législatif	Budget principal des dépenses	Dépenses prévues	Total des autorisations
				Données réelles

(L)	Recouvrement ayant trait aux allocations aux jeunes ( <i>Loi de 1964 sur la révision des arrangements fiscaux entre le gouvernement fédéral et les provinces</i> )	(570 000)	(579 000)	(604 094)
(L)	Paielements de remplacement pour programmes permanents (Partie VI, <i>Loi sur les arrangements fiscaux entre le gouvernement fédéral et les provinces</i> )	(2 550 000)	(2 620 000)	(2 746 317)
(L)	Paielement à la Fiducie de 2004 pour la santé publique et l'immunisation	—	—	400 000
(L)	Fiducies pour le Transfert pour la réduction des temps d'attente	—	—	4 250 000
(L)	Paielements ponctuels à la Saskatchewan ayant trait à la péréquation	—	—	120 000
(L)	Paielement à la Nouvelle-Ecosse ayant trait à la péréquation	—	—	21 000
(L)	Équipement médical et de diagnostic	—	—	500 000
(L10)	Délivrance et paielement de billets à vue à l'Association internationale de développement	—	—	230 134
(L)	Délivrance de billets à vue à la Banque européenne pour la reconstruction et le développement	10 228	10 228	6 535
(L)	Paielement et encaissement d'effets émis à la Banque européenne pour la reconstruction et le développement — capital-actions	17 047	17 047	9 956

2004-2005 (en milliers de dollars)

Credit voté ou législatif	Libelle tronqué du crédit voté ou législatif	Budget principal des dépenses	Dépenses prévues	Total des autorisations	Données réelles
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(L)	l'indemnité aux déposants de certaines institutions financières	—	—	1 457	1 457
(L)	Paiements d'éléments de passif vités précédemment aux revenus	—	—	1 457	—
(L)	Remboursements de montants portés aux revenus d'exercices antérieurs	—	—	200	200
(L)	Dépenses des produits de la vente de biens de la Couronne	—	—	10	—
(L)	Perte nette sur le change	—	—	734 752	734 752
(L)	Dette publique — frais d'intérêt et autres coûts	36 200 000	35 400 000	33 869 589	33 869 589
(L)	Subventions législatives (Lois constitutionnelles de 1867 à 1982 et autres autorisations législatives)	31 000	32 000	31 818	31 818
(L)	Péréquation fiscale (Partie I — Loi sur les arrangements fiscaux entre le gouvernement fédéral et les provinces)	10 884 000	9 917 000	10 761 818	10 761 818
(L)	Transfert canadien en matière de santé (Partie V.1, Loi sur les arrangements fiscaux entre le gouvernement fédéral et les provinces)	12 650 000	12 650 000	13 650 000	13 650 000
(L)	Transfert canadien en matière de programmes sociaux (Partie V.1, Loi sur les arrangements fiscaux entre le gouvernement fédéral et les provinces)	7 825 000	7 900 000	7 900 000	7 900 000
(L)	Transfert visant la réforme des soins de santé (Partie V.1, Loi sur les arrangements fiscaux entre le gouvernement fédéral et les provinces)	1 500 000	1 500 000	1 500 000	1 500 000

## Tableau 3 : Crédits votés et législatifs

Le tableau qui suit explique la manière dont le Parlement accorde des crédits au Ministère, dont les crédits votés et les crédits législatifs pour les postes budgétaires et non budgétaires. Le Parlement approuve les crédits votés, et les renseignements législatifs sont fournis à titre informatif.

Crédit voté ou législatif	Libellé tronqué du crédit voté ou législatif	2004-2005 (en milliers de dollars)		
		Budget principal des dépenses	Dépenses prévues	Total des autorisations
		Données réelles		

1	Dépenses de fonctionnement	77 821	77 821	89 363	86 050
5	Subventions et contributions <sup>1</sup>	816 000	816 000	850 400	153 176
15	Paielements de transfert aux administrations territoriales	1 785 000	1 800 000	1 907 103	1 874 275
(L)	Paielements de transfert aux administrations territoriales	—	—	88 115	88 115
(L)	Ministre des Finances — traitement et allocation pour automobile	70	70	70	70
(L)	Contributions aux régimes d'avantages sociaux des employés	12 126	12 126	13 140	13 140
(L)	Paielements à l'Association internationale de développement	292 420	292 420	292 420	292 420
(L)	Paielements à la Facilité pour la réduction de la pauvreté et la croissance du Fonds monétaire international <sup>2</sup>	8 200	8 200	78 917	7 823
(L)	Achat de la monnaie canadienne	48 000	64 600	63 993	63 993
(L)	Paielements aux termes de la <i>Loi sur la prise en charge des prestations de la Commission de secours de Halifax</i>	—	—	21	21
(L)	Paielements aux déposants de la Banque Commerciale du Canada, de la Compagnie de placements hypothécaires de la BCC et de la Norbanque conformément à la <i>Loi sur</i>	—	—	68 572	—

2004-2005 (en milliers de dollars)						
Budgetaire						
Plus non budgetaire						
Subventions et contributions	paievements de budgetaires	Moins : Revenu	budgetaires nettes	Prêts, placements et avances	Total	
TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	
1 116 620	1 116 620	1 116 620	1 116 620	1 116 620	1 116 620	1 116 620
1 221 696	1 956 448	1 956 448	1 956 448	360 076	2 316 524	2 316 524
734 752	734 752	734 752	734 752	265 928	1 454 000	1 454 000
453 378	1 188 130	1 188 130	1 188 130	265 928	1 454 000	1 454 000
734 752	1 188 130	1 188 130	1 188 130	265 928	1 454 000	1 454 000

Nota : Les chiffres ayant été arrondis, leur somme peut ne pas correspondre aux totaux indiqués.

1. Le « Total des autorisations » pour le programme de la Politique du secteur financier (PSF) comprend la somme de 68 572 000 \$ au titre des paiements aux déposants de la Banque Commerciale du Canada, de la Compagnie de placements hypothécaires de la BCC et de la Norbanque conformément à la Loi sur l'indemnité aux déposants de certaines institutions financières. Ce poste législatif n'a pas été inclus à la colonne du « Budget principal des dépenses » ou à celle des « Dépenses prévues » pour 2004-2005, et aucun paiement n'a été prélevé sur cette autorisation pour 2004-2005 ou les deux exercices précédents. Ce poste est indiqué dans les « Projets spéciaux » des *Comptes publics du Canada pour 2004-2005*. Il convient de le signaler dans les présentes sous l'activité du programme de la PSF.

L'autorisation et les données réelles de l'activité de programme de la PSF comprennent également la somme de 6,0 millions au titre des avances conformément au paragraphe 13(1) de la Loi sur l'Agence de la consommation en matière financière du Canada. Le total des autorisations et les données réelles au titre des avances sont indiqués dans les « Projets spéciaux » des *Comptes publics du Canada pour 2004-2005*. Il convient de les signaler dans les présentes sous l'activité du programme de la PSF.

2. Le total des autorisations et les dépenses réelles de l'activité de programme des Organisations financières internationales (OFI) comprennent la somme de 734 752 000 \$ au titre des autorisations pour perte nette sur le change non requises pour l'exercice en cours. Ces sommes sont indiquées dans le secteur d'activité de l'administration générale des *Comptes publics du Canada pour 2004-2005*. Il convient de les signaler dans les présentes sous l'activité de programme des OFI. Ces montants législatifs n'ont pas été inclus dans le « Budget principal des dépenses » ou les « Dépenses prévues » pour 2004-2005.

L'écart au titre des OFI est principalement attribuable aux « Subventions et contributions » du crédit 5 qui n'ont pas été entièrement remises aux PPTF puisque certains d'entre eux n'avaient pas encore atteint le point d'achèvement des étapes de l'Initiative en faveur des PPTF et, par conséquent, n'avaient pas droit à l'allègement de la dette. De plus, l'accord conclu entre le Canada et le FMI établit le montant total que le Canada mettra à la disposition de la FRPC. Chaque année, le FMI fournit une estimation de la demande prévue des prêts canadiens. Le montant réel prêt varie par rapport aux estimations en raison du changement des taux de change, de la fluctuation de la demande par les emprunteurs de la FRPC ainsi que des décisions de planification prises entre le FMI et d'autres prêteurs de la FRPC.

Rapport ministériel sur le rendement de 2004-2005

2004-2005 (en milliers de dollars)

Plus non budgétaire		Budgétaire		Total	
Subventions et contributions	Dépenses et autres paiements de transfert	Total : Dépenses budgétaires brutes	Moins : Revenu réaffectable	Total : Dépenses budgétaires nettes	Prêts, placements et avances
14 766	14	14 780	55	14 725	6 000
Dépenses réelles					20 725
Développement économique et finances intégrées					
Budget principal des dépenses	7 908	7 908	54	7 854	7 854
Dépenses prévues	7 908	7 908	54	7 854	7 854
Total des autorisations	14 033	14 036	54	13 981	13 981
Dépenses réelles	12 125	12 128	31	12 096	12 096
Relations fédérales-provinciales et politique sociale					
Budget principal des dépenses	10 265	10 265	70	10 195	10 195
Dépenses prévues	10 265	10 265	70	10 195	10 195
Total des autorisations	11 218	11 221	70	11 151	11 151
Dépenses réelles	11 432	11 221	41	11 394	11 394
Finances et échanges internationaux					
Budget principal des dépenses	14 552	14 552	100	14 452	14 452
Dépenses prévues	14 552	14 552	100	14 452	14 452
Total des autorisations	15 844	15 848	100	15 748	15 748
Dépenses réelles	14 992	14 996	58	14 938	14 938

## Tableau 2: Utilisation des ressources par activité de programme

Le tableau qui suit décrit comment les ressources ont été utilisées au cours de l'exercice 2004-2005 et montre les postes budgétaires et non budgétaires par activité de programme.

2004-2005 (en milliers de dollars)						
Budgetaire			Plus non budgétaire			
Subventions et contributions	et autres paiements de transfert	Total : Dépenses budgétaires brutes	Moins : Revenu réaffectable	Total : Dépenses budgétaires nettes	Prêts, placements et avances	Total

### Politique de l'impôt

Budget principal des dépenses	29 927	29 927	205	29 722	29 722	29 722
Dépenses prévues	29 927	29 927	205	29 722		29 722
Total des autorisations	32 638	32 649	205	32 445		32 445
Dépenses réelles	32 001	32 012	118	31 893		31 893

### Politiques économique et fiscale

Budget principal des dépenses	14 053	14 053	96	13 957		13 957
Dépenses prévues	14 053	14 053	96	13 957		13 957
Total des autorisations	15 377	15 384	96	15 288		15 288
Dépenses réelles	15 624	15 631	56	15 576		15 576

### Politique du secteur financier<sup>1</sup>

Budget principal des dépenses	13 932	13 932	95	13 837		13 837
Dépenses prévues	13 932	13 932	95	13 837		13 837
Total des autorisations	83 986	84 000	95	83 905	6 000	89 905

1. Le « Total des autorisations » pour le programme de la Politique du secteur financier (PSF) comprend la somme de 68 572 000 \$ au titre des paiements aux déposants de la Banque Commerciale du Canada, de la Compagnie de placements hypothécaires de la BCC et de la Norbanque conformément à la Loi sur l'indemnité aux déposants de certaines institutions financières. Ce poste législatif n'a pas été inclus à la colonne du « Budget principal des dépenses » ou à celle des « Dépenses prévues » pour 2004-2005, et aucun paiement n'a été prélevé sur cette autorisation pour 2004-2005 ou les deux exercices précédents. Ce poste est indiqué dans les « Projets spéciaux » des *Comptes publics du Canada pour 2004-2005*. Il convient de le signaler dans les présentes sous l'activité du programme de la PSF.

L'autorisation et les données réelles de l'activité de programme de la PSF comprennent également la somme de 6,0 millions au titre des avances conformément au paragraphe 13(1) de la Loi sur l'Agence de la consommation en matière financière du Canada. Le total des autorisations et les données réelles au titre des avances sont indiqués dans les « Projets spéciaux » des *Comptes publics du Canada pour 2004-2005*. Il convient de les signaler dans les présentes sous l'activité du programme de la PSF.

2. Le total des autorisations et les dépenses réelles de l'activité de programme des Organisations financières internationales (OFI) comprennent la somme de 734 752 000 \$ au titre des autorisations pour perte nette sur le change non requises pour l'exercice en cours. Ces sommes sont indiquées dans le secteur d'activité de l'administration générale des *Comptes publics du Canada pour 2004-2005*. Il convient de les signaler dans les présentes sous l'activité de programme des OFI. Ces montants législatifs n'ont pas été inclus dans le « Budget principal des dépenses » ou les « Dépenses prévues » pour 2004-2005.

L'écart au titre des OFI est principalement attribuable aux « Subventions et contributions » du crédit 5 qui n'ont pas été entièrement remises aux PPTB puisque certains d'entre eux n'avaient pas encore atteint le point d'achèvement des étapes de l'Initiative en faveur des PPTB et, par conséquent, n'avaient pas droit à l'allègement de la dette. De plus, l'accord conclu entre le Canada et le FMI établit le montant total que le Canada mettra à la disposition de la FRPC. Chaque année, le FMI fournit une estimation de la demande prévue des prêts canadiens. Le montant réel prêté varie par rapport aux estimations en raison du changement des taux de change, de la fluctuation de la demande par les emprunteurs de la FRPC ainsi que des décisions de planification prises entre le FMI et d'autres prêteurs de la FRPC.

3. Dans les RMR antérieurs, les chiffres du « Total des autorisations » et des « Données réelles » ont été exclus de certains postes législatifs pour faciliter la comparaison historique. Les postes comprenaient la perte nette sur le change et les paiements d'éléments de passif virés précédemment aux revenus. Ces postes, qui font partie du secteur d'activité de l'administration générale, ont été répartis entre les 10 activités de programme de l'activité de l'administration générale du Ministère qui restent pour les données réelles de 2002-2003 et de 2003-2004 ainsi que pour les chiffres du « Total des autorisations » et des « Données réelles » pour 2004-2005.

4. Dans le *Rapport sur les plans et les priorités de 2004-2005*, les 813 ETP prévus ne comprennent pas les 21 ETP de la dette publique ni les 31 ETP de l'organisme Placements Épargne Canada. Ils ont été inclus dans les ETP prévus du RMR afin d'indiquer correctement les 866 ETP du Ministère.

## Tableau 1 : Comparaison des dépenses prévues et des dépenses réelles (y compris les ETP)

Le tableau qui suit fournit une comparaison des montants au titre du « Budget principal des dépenses », des « Dépenses prévues », du « Total des autorisations » et des « Dépenses réelles » pour 2004-2005, ainsi que des données historiques au titre des « Dépenses réelles ».

(en milliers de dollars)						
Données 2002-2003	Données 2003-2004	Budget principal des dépenses	Dépenses prévues	Total des autorisations <sup>3</sup>	Données réelles <sup>3</sup>	

Politique de l'impôt	31 837	30 810	29 722	29 722	32 445	31 893
Politique économique et fiscale	16 445	15 362	13 957	13 957	15 288	15 576
Politique du secteur financier <sup>1</sup>	22 601	20 536	13 837	13 837	89 905	20 725
Développement économique et finances intégrées	9 436	8 634	7 854	7 854	13 981	12 096
Relations fédérales-provinciales et politique sociale	11 969	11 660	10 195	10 195	11 151	11 394
Finances et échanges internationaux	17 527	14 591	14 452	14 452	15 748	14 938
Dette publique	37 619 760	35 931 598	36 200 000	35 400 000	33 869 946	33 869 946
Monnaie canadienne	59 709	47 739	48 000	64 600	63 993	63 993
Palements de transfert aux provinces et aux territoires	27 996 473	32 358 097	31 555 000	30 600 000	37 779 444	37 746 615
Organisations financières internationales <sup>2</sup>	1 597 266	1 085 544	1 248 895	1 248 895	2 316 524	1 454 058
<b>Total</b>	<b>67 383 024</b>	<b>69 524 571</b>	<b>69 141 912</b>	<b>67 403 512</b>	<b>74 208 424</b>	<b>73 241 234</b>
Moins les revenus non réalisables	5 844 666	4 926 660	106 300			6 755 020
Plus le coût des services reçus sans frais	11 688	14 400		12 291		17 955
Coût net du ministère	61 550 046	64 612 311	69 141 912	67 309 503	74 208 424	66 504 169
<b>ETP<sup>4</sup></b>	<b>873</b>	<b>882</b>		<b>866</b>		<b>833</b>

Nota : Les chiffres ayant été arrondis, leur somme peut ne pas correspondre aux totaux indiqués.

## Rendement financier

Rapport ministériel sur le rendement de 2004-2005

La présente section résume le rendement financier du Ministère, en fonction des dix activités de programme conformément à l'architecture des activités de programmes approuvée. L'administration générale est répartie entre les activités de programme selon un pourcentage du budget de fonctionnement de 2004-2005.

La plupart des tableaux financiers présentent une comparaison entre le « Budget principal des dépenses », les « Dépenses prévues », le « Total des autorisations » et les « Dépenses réelles ». Les chiffres du « Budget principal des dépenses » indiquent les ressources que le Ministère a demandées au début de l'exercice pour exécuter les programmes qui relèvent de lui. Les « Dépenses prévues » désignent le montant inclus dans le *Rapport sur les plans et les priorités de 2004-2005* du Ministère et indiquent les montants prévus au début de l'exercice. Le « Total des autorisations » comprend le « Budget principal des dépenses », le « Budget supplémentaire des dépenses » et d'autres autorisations approuvées. Enfin, la colonne des « Dépenses réelles » indique les montants qui ont de fait été dépensés et les revenus qui ont de fait été encaissés et qui ont été présentés dans la section portant sur le Ministère des *Comptes publics du Canada pour 2004-2005*.

Les tableaux suivants présentent les données financières du Ministère :

1) Comparaison des dépenses prévues aux dépenses réelles (y compris les ETP)

2) Utilisation des ressources par activité de programme

3) Crédits votés et législatifs

4) Coût net du ministère

5) Passif éventuel

6) Prêts, placements et avances (non budgétaires)

7) Sources de revenus réaffectables et non réaffectables

8) Besoins de ressources par direction

9) Modèle de présentation des frais d'utilisation de 2004-2005 — *Loi sur les frais d'utilisation*

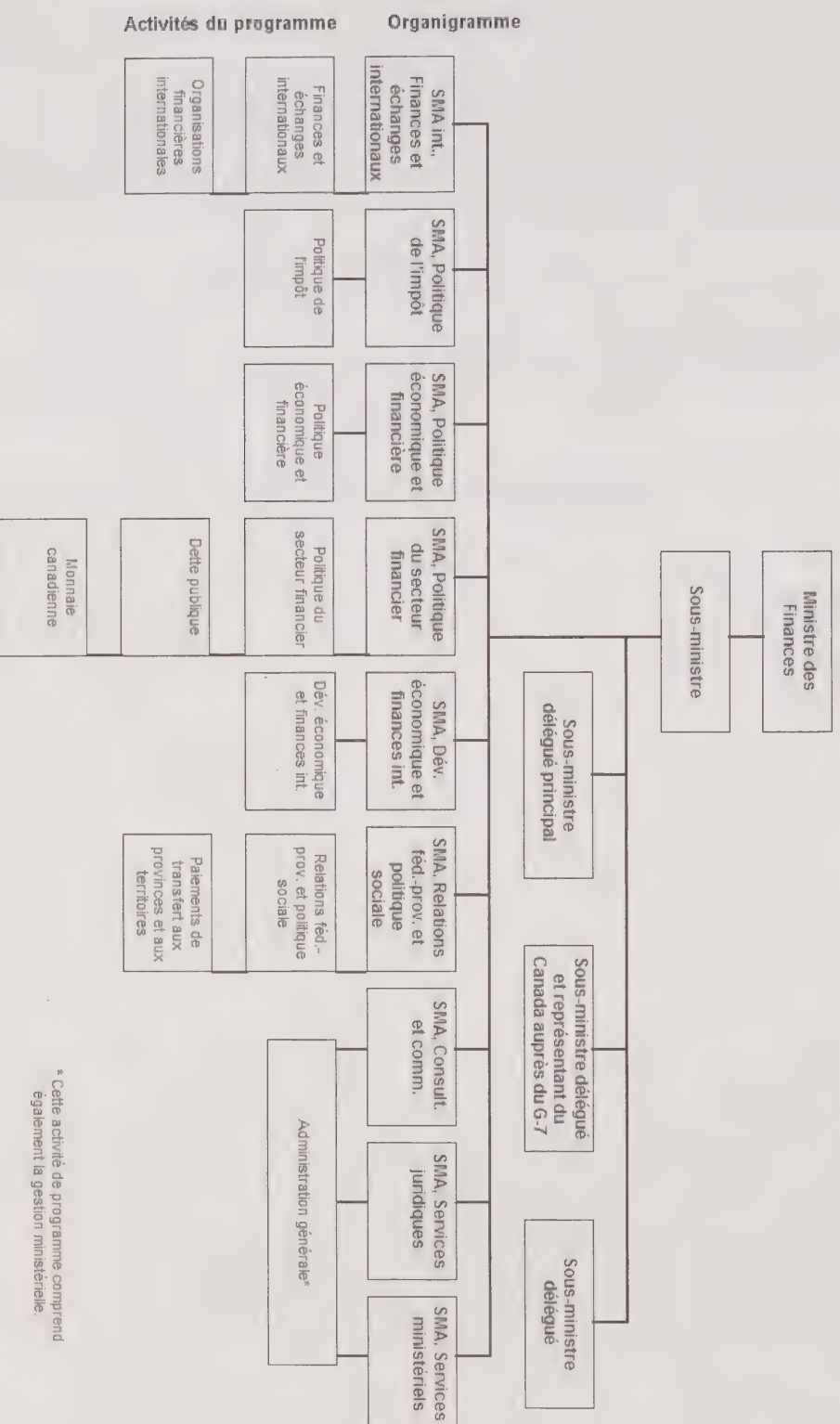
11) Détail des programmes de paiements de transfert

Les autres tableaux de cette section signalent les exigences prévues par la loi et d'autres exigences. Il s'agit notamment d'un tableau sur les principales initiatives réglementaires, d'un rapport sur la réponse aux comités parlementaires, aux vérifications et aux évaluations, d'un résumé de la stratégie de développement durable et d'un tableau sur les politiques relatives aux voyages.

## Section III — Supplément d'information

### Information sur l'organisation

#### Architecture des activités de programme et organigramme



\* Cette activité de programme comprend également la gestion ministérielle.

## 10) Organisations financières internationales

Ressources financières (en milliers de dollars)

Dépenses prévues	Autorisations	Dépenses réelles
1 248 895	2 316 524	1 454 058

Responsable d'administrer les souscriptions du Canada aux organismes financiers internationaux et les obligations connexes.

### Résultats attendus

#### *1. Préconiser des réformes visant à favoriser la croissance mondiale, le développement et la stabilité financière*

Le Ministère est chargé des transferts à la Facilité pour la réduction de la pauvreté et la croissance (FRPC) du FMI, une facilité de prêt à faible intérêt qui favorise la réduction de la pauvreté et la croissance auprès de ses membres à revenus les plus faibles. En 2004-2005, le Ministère a assuré le transfert en temps opportun à la fois des contributions de prêt engagées du Canada et de ses subventions prévues sous forme d'intérêt à l'appui des opérations de la FRPC. Les paiements de transfert aident à soutenir la priorité du Ministère de favoriser une croissance économique vigoureuse et durable sur la scène mondiale.

Le tableau 11 contient des détails sur les paiements de transfert, et le tableau 6 fournit des précisions sur les prêts.

de la péréquation que de la FFT qui ont été énoncés dans le budget de 2004. Les paiements de péréquation passeront de 8,9 milliards de dollars en 2004-2005 (selon les estimations officielles d'octobre 2004) à 12,5 milliards en 2009-2010, pour une augmentation de 42 %. Cela devrait aider les provinces canadiennes bénéficiaires de la péréquation et les trois territoires à respecter les engagements qu'ils ont pris dans le cadre du Plan décennal pour consolider les soins de santé et à s'acquitter de leurs priorités.

De plus, en 2004-2005, pour appuyer le renouvellement continu du système de santé canadien, le gouvernement du Canada a engagé la somme supplémentaire de 41,3 milliards de dollars au titre des soins de santé qui sera remise aux provinces et aux territoires sur une période de dix ans (de 2004-2005 à 2013-2014) à titre de mesure de soutien du Plan décennal pour consolider les soins de santé, que les premiers ministres ont signé lors de leur réunion de septembre 2004.

Le Ministère continue d'administrer avec efficacité et exactitude les programmes de transfert. Les paiements aux provinces et aux territoires sont calculés et payés en conformité avec la *Loi sur les arrangements fiscaux entre le gouvernement fédéral et les provinces*, que le projet de loi C-39 (promulguant le Plan décennal pour consolider les soins de santé) et le projet de loi C-24 (promulguant le nouveau cadre de la péréquation et de la FFT) ont modifiée. De plus, des règlements sont associés à ces paiements de transfert. Le Bureau du vérificateur général du Canada examine chaque année l'administration des programmes de transfert.

Au total, près de 55,2 milliards de dollars ont été versés en 2004-2005 aux provinces et aux territoires pour les aider à financer leurs services de santé, l'aide sociale et les services sociaux ainsi que d'autres programmes (en tenant compte de la valeur des transferts de points d'impôt et des rajustements d'exercices antérieurs). Vous trouverez au tableau 11 un complément de détails sur les paiements de transfert et les montants versés à ce titre.

Le site Web à l'adresse <http://www.fin.gc.ca/access/fedprov/f.html> contient des renseignements supplémentaires sur les paiements de transfert versés aux provinces et aux territoires.

## 9) Paiements de transfert aux provinces et aux territoires

Ressources financières (en milliers de dollars)

Dépenses prévues	Autorisations	Dépenses réelles
30 600 000	37 779 444	37 746 615

Paiements de transfert conformes aux lois et aux ententes conclues avec les provinces et les territoires.

### Résultats attendus

#### 1. Programmes de transfert aux provinces et aux territoires

En 2004-2005, l'objectif visé était d'instaurer les règlements précisant le calcul des paiements au titre du programme de péréquation et d'adopter des règlements provisoires pour veiller à ce que les paiements initiaux soient effectués dans le cadre du projet de loi C-30, Loi portant exécution de certaines dispositions du budget déposé au Parlement le 23 mars 2004. Toutefois, en raison de la mise en œuvre d'un nouveau cadre au titre de la péréquation et de la FFT auquel avaient convenu les premiers ministres le 26 octobre 2004 et de la transition vers ce cadre, la mise en œuvre du renouvellement de la péréquation en 2004 a cédé le pas au processus législatif qui a abouti au projet de loi C-24, instaurant le nouveau cadre.

Le Ministère a collaboré avec les provinces et les territoires pour mettre en œuvre le nouveau cadre afin d'atteindre sa priorité de soutenir la société canadienne.

Le projet de loi C-24, que le Parlement a promulgué le 10 mars 2005, modifie comme suit la *Loi sur les arrangements fiscaux entre le gouvernement fédéral et les provinces* :

- Il établit une formule de détermination des paiements de péréquation pour les provinces en 2004-2005, qui totalisent 10,8 milliards de dollars.
- Il fixe à 10,9 milliards de dollars pour 2005-2006 le plancher du montant global au titre de la péréquation aux provinces et répartit ce montant entre elles.
- Il fixe le montant global au titre de la péréquation pour chacun des exercices ultérieurs à 2005-2006 à 1,035 du montant global versé pour l'exercice immédiatement précédent et répartit les agrégats entre les provinces.
- Il fixe à 1,9 milliard de dollars pour 2004-2005 et à 2,0 milliards de dollars pour 2005-2006 le plancher du montant global au titre de la formule de financement des territoires et répartit ces montants entre les territoires.
- Il fixe le montant global au titre de la formule de financement des territoires en 2006-2007 et pour les exercices suivants à 1,035 du montant global versé pour l'exercice immédiatement précédent.

Le nouveau cadre, qui sera assujéti à un examen en 2009-2010, fournira 33,0 milliards de dollars supplémentaires au titre de la péréquation et de la FFT aux provinces et aux territoires au cours des dix prochaines années. Cette hausse se compare aux droits en 2004-2005 au titre tant

## 8) Monnaie canadienne

Ressources financières (en milliers de dollars)

Dépenses prévues	Autorisations	Dépenses réelles
64 600	63 993	63 993

Payer les coûts de production et de distribution des pièces de monnaie canadienne de circulation.

### Résultats attendus

#### 1. Répondre aux besoins en monnaie des Canadiens

En 2004-2005, le ministère des Finances Canada a travaillé de près avec la Monnaie royale canadienne pour veiller à ce que les besoins en pièces de monnaie de circulation de l'économie et des citoyens soient efficacement comblés. Au cours de l'exercice, trois pièces commémoratives — la pièce de 25 cents intitulée Le Coquelicot, le dollar porte-bonheur et la pièce de 25 cents intitulée L'Acadie — ont été frappées par la Monnaie et bien accueillies par les Canadiens. La demande pour ces pièces par les collectionneurs a fait augmenter le seigneurillage obtenu par le gouvernement du Canada.

- Le service en direct à l'intention des clients recourant aux retenues salariales ([www.mybonds.gc.ca](http://www.mybonds.gc.ca)), qui a été lancé en avril 2003, a poursuivi sa croissance, 80 000 Canadiens de plus s'y étant inscrits.
- La campagne de publicité entourant les OEC continue de figurer parmi les programmes les plus reconnus du gouvernement du Canada. Il ressort de la recherche menée chaque année après la campagne de communication que 63 % des gens interrogés se rappelaient les annonces télévisées de la campagne de 2004-2005 sans avoir besoin d'aucune indication et que 42 % y parvenaient avec l'aide d'indications.

Des précisions figurent dans le *Rapport annuel de Placements Épargne Canada pour 2004-2005*, au site Web [www.csb.gc.ca](http://www.csb.gc.ca).

## **2. Une structure d'emprunt stable et à faible coût et un marché efficace des titres du gouvernement du Canada**

De façon que les coûts d'emprunt demeurent bas, les activités et initiatives menées dans le cadre de la stratégie de gestion de la dette ont continué de cibler la diversité des sources de financement et l'efficacité du marché des titres du gouvernement du Canada. Les mesures prises par le Ministère à cet égard, qui ont soutenu sa priorité d'assurer une structure budgétaire durable, ont donné les résultats suivants :

- la poursuite de la réduction ordonnée de la part du marché de la dette à taux fixe de sorte qu'elle atteigne 60,0 % d'ici 2007-2008;
- l'exécution efficace d'adjudications périodiques annoncées à l'avance au titre des obligations de l'État et des bons du Trésor pour les principales échéances sur le marché de la vente de gros;
- des activités de rachat d'obligations à revenu fixe afin d'appuyer la liquidité des émissions d'obligations du gouvernement du Canada;

- la transparence continue entourant les programmes d'emprunt par un recours à des outils de communication, notamment des consultations à l'intérieur des marchés, des publications ministérielles sur la gestion de la dette et des avis diffusés sur le site Web de la Banque du Canada.

L'efficacité du marché des titres du gouvernement est mesurée d'après les résultats des adjudications sur le marché primaire et le niveau de liquidité et d'échange sur le marché secondaire. Le *Rapport sur la gestion de la dette* (<http://www.fin.gc.ca/purl/dmr-f.html>) comprend une section consacrée aux mesures de gestion de la dette, de l'encaisse et des réserves.

## 7) Dette publique

Ressources financières (en milliers de dollars)

Dépenses prévues	Autorisations	Dépenses réelles
35 400 000	33 869 946	33 869 946

Ressources humaines : ETP3

Prévues	Réelles	Écart
52	52	—

Veiller au financement, prévu par la loi, des frais d'intérêt et de service de la dette publique ainsi que du coût d'émission de nouveaux emprunts, au besoin.

### Résultats attendus

#### 1. Un programme dynamique et rentable de placement des titres sur le marché de détail

En 2004-2005, le gouvernement a continué d'évaluer le programme de placement de titres sur le marché de détail compte tenu d'une situation financière considérablement améliorée et d'un plus vaste éventail de possibilités de placement offertes aux Canadiens. Le gouvernement cherche à mettre à jour et à améliorer sa stratégie de placement de titres sur le marché de détail et non pas à abolir la vente des Obligations d'épargne du Canada (OEC).

Dans le cadre de l'examen permanent, on a continué de mettre l'accent sur la réduction des coûts de programme, l'amélioration de l'efficacité globale du programme et la gestion d'un recul du portefeuille des titres au détail conforme à la réduction de la dette fédérale totale.

- Les ventes de la campagne de 2004-2005 ont été évaluées à 1,9 milliard de dollars. Si les souscriptions par retenues salariales ont connu une croissance pour une cinquième année de suite, passant à 1,5 milliard de dollars, les faibles taux d'intérêt records, les marchés des valeurs mobilières plus vigoureux et un environnement de taux à la hausse ont touché les souscriptions au comptant par l'entremise des institutions financières et directement par le gouvernement. Les rachats ont été inférieurs à ceux prévus, sous l'effet de la poursuite du programme pilote de prolongement des échéances grâce auquel un prolongement automatique de 10 ans de l'échéance a été offert aux titulaires d'OEC arrivant à échéance, ce qui a donné lieu à un taux de conservation de 57 %. En 2004-2005, le portefeuille global de titres au détail a reculé de 10,0 % pour s'établir à 19,3 milliards de dollars.
- Les dépenses réelles devaient atteindre 97,4 millions de dollars, soit 6,97 millions ou 6,7 % de moins que celles prévues de 104,4 millions, ce qui représente une cinquième année consécutive de réduction des dépenses.

3. Les ETP prévus qui ont été signalés dans le *Rapport sur les plans et les priorités de 2004-2005* ne comprennent pas les 21 ETP au titre de la dette publique ou les 31 ETP au titre de l'organisme Placements Épargne Canada.

#### **4. Soutenir les débouchés pour l'investissement et le commerce canadiens**

Le Ministère a uni ses efforts à ceux de ses partenaires pour obtenir un avantage mondial. En collaboration avec Commerce international Canada et Développement des exportations Canada, des représentants du Ministère se sont employés à créer un nouveau programme de garanties de prêts qui mettra à profit le financement provenant de prêteurs commerciaux à l'appui du commerce de l'exportation au Canada.

En ce qui concerne les investissements, les efforts du Ministère, de concert avec Industrie Canada et Commerce international Canada, ont surtout porté sur la renégociation des APIE (Accord sur la protection des investissements étrangers) que le Canada a conclus avec six des pays venant d'accéder à l'Union européenne (soit la Hongrie, la République tchèque, la République slovaque, la Lettonie, la Pologne et la Roumanie). Le Canada a pu conclure des négociations avec la Commission européenne, mais les discussions se poursuivent avec les nouveaux États membres. Le Ministère espère finaliser ces négociations à l'automne 2005. Par ailleurs, le Canada a amorcé trois nouvelles séries de négociations d'APIE avec le Pérou, la Chine et l'Inde; ces discussions se poursuivent. Les APIE favorisent l'investissement en fournissant un cadre juridique de l'investissement qui assure un accès aux marchés dans certains secteurs et donne accès à des processus de règlement des différends, le cas échéant.

Au chapitre du commerce, le gouvernement a annoncé en décembre 2004 une série d'initiatives qui aideront les industries du textile et du vêtement du Canada à devenir plus concurrentielles, ce qui comprend l'élimination de droits de douane sur les intrants textiles non produits au Canada. En janvier 2005, pour donner suite à cette annonce, le ministre des Finances a demandé, par saisine, au Tribunal canadien du commerce extérieur de mener une enquête et de présenter un rapport sur les intrants textiles fabriqués au Canada d'ici le 30 juin 2005. Ce rapport aidera le gouvernement à mettre en œuvre les mesures tarifaires annoncées.

### 3. Un système commercial international renforcé et un accès plus sûr des exportations canadiennes aux principaux marchés étrangers

Pour atteindre l'objectif qu'il s'est fixé d'obtenir un avantage mondial pour le Canada, le Ministère a concerté ses efforts à ceux de ses partenaires pour renforcer le système commercial international.

De concert avec d'autres ministères visés, plus particulièrement Commerce international Canada, le Ministère a continué de participer aux efforts déployés au cours du dernier exercice pour faire progresser le Canada dans un certain nombre d'initiatives commerciales, notamment les négociations commerciales multilatérales du cycle de Doha à l'OMC. Le Canada est appelé à tirer d'importants avantages économiques en augmentant d'avantage les débouchés des exportateurs canadiens de produits agricoles et industriels sur les marchés des pays développés et en développement. Ainsi, il s'attend à un aboutissement ambitieux des négociations. Le Ministère a maintenu ses efforts en vue d'établir un consensus au sujet des cadres de négociation commerciale dans les principaux domaines de négociation, y compris l'accès au marché, qui assurerait la réussite de la conférence des ministres de l'OMC qui aura lieu à Hong Kong en Chine, en décembre 2005.

Le Ministère a œuvré avec les intervenants canadiens pour faire progresser la position de négociation du Canada dans plusieurs domaines relevant de sa compétence, notamment les droits de douane. Le Ministère continue de diriger les négociations sur les règles de l'OMC visant à améliorer et à clarifier les règles et disciplines de l'OMC en matière de subvention et de recours commerciaux. Le Canada vise à fournir aux exportateurs canadiens un accès plus sûr aux marchés étrangers, ce qui comprend celui des États-Unis, sans pour autant nuire à l'efficacité des recours commerciaux instaurés pour protéger les producteurs canadiens des effets dommageables des pratiques commerciales déloyales.

Le Ministère a par ailleurs été à la tête de la participation du Canada au Comité nord-américain du commerce de l'acier qui, en collaboration avec les États-Unis et le Mexique, a cherché à faire progresser les dossiers commerciaux d'intérêt commun dans le secteur de l'acier. Le Ministère a aussi collaboré avec les États-Unis et le Mexique dans le cadre d'une initiative permanente de libéralisation des règles d'origine contenues dans l'*Accord de libre-échange nord-américain*. Les règles plus libérales augmentent la compétitivité des industries canadiennes, car elles réduiront les coûts de transaction et faciliteront le mouvement transfrontalier. Des règles plus libérales visant un éventail de produits agricoles et industriels ont été instaurées le 1<sup>er</sup> janvier 2005, et les travaux se poursuivent en vue d'arriver à une entente avec les États-Unis et le Mexique pour les libéraliser davantage.

Le Ministère a également uni ses efforts à ceux d'autres pays membres de l'OCDE et du Brésil afin d'amorcer un examen de l'entente relative au secteur des aéronautiques aux termes de l'Arrangement de l'OCDE sur les crédits à l'exportation soutenus par l'État. Cet examen, s'il se révèle fructueux, se traduira par de meilleures disciplines pour le financement des aéronautiques et par la réduction voire l'élimination des différends commerciaux dans ce secteur. Les négociations se poursuivent.

continuent d'améliorer leurs activités et de renforcer leur effet dans l'exécution de leur mandat respectif aux fins de la stabilité économique et financière, du développement et de la réduction de la pauvreté. Le Ministère continue de collaborer avec le G7 et la vaste collectivité internationale dans le cadre d'une série d'initiatives permanentes. Au cours de l'année écoulée, ces activités comprenaient :

- Fournir des commentaires constructifs lors de l'examen stratégique du FMI et de la Banque mondiale.
- Poursuivre les efforts en vue de la mise en œuvre de la proposition du Canada d'élaborer un mécanisme amélioré de surveillance au FMI pour permettre aux pays de ne plus dépendre des programmes d'emprunt du FMI tout en transmettant aux marchés un signal au sujet de leur engagement en matière de réforme. L'initiative du Canada a gagné l'appui du Conseil des administrateurs et du G7.
- Continuer à participer à des discussions aux conseils d'administration du FMI et de la Banque mondiale portant sur les pays et sur des questions thématiques liées à la réduction de la pauvreté, fort du soutien de l'Agence canadienne de développement international et d'Affaires étrangères Canada.
- Continuer à travailler au sein des conseils d'administration du FMI et de la Banque mondiale et avec le G7 en vue de mettre en œuvre le nouveau cadre de gestion durable de la dette du FMI et de la Banque mondiale. Ce cadre tient compte des conditions de la gouvernance et met l'accent sur la prévention des crises de l'endettement en orientant les décisions futures en matière d'emprunt et de prêt.

### *Réforme de l'architecture d'aide internationale du Canada*

En ce qui a trait aux réformes visant à promouvoir le développement, le Ministère a dirigé un processus interministériel faisant participer Affaires étrangères Canada, l'Agence canadienne de développement international, le Bureau du Conseil privé, le Secrétariat du Conseil du Trésor du Canada et d'autres encore, afin d'instaurer un nouveau cadre de gestion de l'enveloppe de l'aide internationale (EAI). Le nouveau cadre de gestion de l'EAI cherche à atteindre six grands objectifs : 1) établir les priorités pour l'ensemble de l'administration publique visant la totalité de l'aide internationale, 2) fournir une gestion décentralisée dotée d'obligations de rendre compte claires, 3) assurer la transparence de l'attribution de la croissance de l'EAI, 4) assurer la prévisibilité de la budgétisation et la stabilité des programmes, 5) fournir la marge de manœuvre nécessaire pour donner suite aux nouvelles initiatives et 6) fournir l'intégrité financière.

### *Collaboration avec les autres administrations publiques ainsi que les institutions internationales et financières*

Afin d'atteindre cet objectif, le Ministère a collaboré avec le FMI, la Banque mondiale, le G7 et d'autres groupes internationaux pour améliorer l'architecture financière internationale, ce qui comprend l'élaboration d'un meilleur cadre de prévention et de résolution des crises financières internationales. Par l'entremise du G20, le Canada a contribué à l'élaboration d'une série de principes qui orienteront les relations entre les pays débiteurs et leurs créanciers ainsi qu'une série de principes d'élaboration de politiques propices à une croissance économique vigoureuse et soutenue.

## Aligement de la dette

Le Canada a aussi continué de donner le ton en matière d'allègement du fardeau de la dette des pays pauvres, contribuant ainsi à leur croissance et à leur développement, grâce aux mesures qui suivent :

- Efforts pour veiller à ce que l'actuelle stratégie d'allègement de la dette, l'initiative en faveur des PPTÉ, soit mise en œuvre de manière efficace et versement de 34,4 millions de dollars supplémentaires au Fonds fiduciaire des PPTÉ administré par la Banque mondiale pour assurer un financement satisfaisant à l'initiative.
- Annulation de toutes les dettes résiduelles envers le Canada (près de 30 millions de dollars) de quatre PPTÉ (Éthiopie, Ghana, Madagascar et Sénégal) lorsqu'ils auront achevé les étapes du processus en faveur des PPTÉ.
- Concentration des efforts avec ceux du G7 pour arriver à une entente sur une proposition de réduire le fardeau de la dette des pays pauvres. Pour contribuer à ces discussions, le Ministère a mis au point la proposition d'allègement de la dette du Canada, qui a été présentée en février 2005. Le Canada a aidé à jeter les assises d'une entente future du G7 grâce à son engagement de couvrir les obligations du service de la dette que les pays à faible revenu admissibles qui lancent des réformes ont envers l'IDA et le Fonds africain de développement, de même que par la demande qu'il a adressée aux donateurs de convenir de la nécessité d'assurer d'autres mesures d'allègement de la dette du FMI. La structure de la proposition du Canada favorise l'amélioration de la réforme de la gouvernance et de l'économie. De plus, le budget de 2005 a consacré 172,0 millions de dollars sur cinq ans au titre de l'initiative d'allègement de la dette des pays pauvres.

## Efforts pour venir en aide aux victimes du tsunami

- Pour atténuer les effets du tsunami dévastateur qui a le plus touché les personnes les plus pauvres, surtout en Asie du Sud, et pour aider aux efforts de reconstruction, des représentants du Ministère ont participé aux préparatifs de l'intervention du Canada consistant en une aide de 425,0 millions de dollars aux victimes du tsunami de l'Océan Indien qui est survenu le 26 décembre 2004. Le Ministère a pris la tête d'une offre canadienne de moratoire sur le remboursement de la dette aux pays touchés et a mené des négociations avec les autres pays membres du G7 et les créanciers du Club de Paris concernant une offre multilatérale de moratoire sur le remboursement de la dette. Ainsi, les ressources affectées au remboursement de la dette ont pu être réacheminées vers l'aide et la reconstruction dans les pays qui ont accepté l'offre. Lorsqu'il a mis au point son intervention, le Canada a dû relever le défi de travailler rapidement tout en possédant peu de renseignements. Les efforts déployés par les fonctionnaires du Ministère, et par les fonctionnaires d'autres ministères, ont été reconnus dans le cadre du Prix d'excellence de la fonction publique de 2005, dans la catégorie Contribution exemplaire dans des circonstances exceptionnelles.

## Rôle proactif au FMI et à la Banque mondiale

Le ministre des Finances est membre du Conseil des gouverneurs du FMI et de la Banque mondiale. L'objectif que vise le Canada est de veiller à ce que le FMI et la Banque mondiale

## 2. Préconiser des réformes visant à favoriser la croissance mondiale, le développement et la stabilité financière

Le Ministère contribue à une croissance économique vigoureuse et soutenue sur la scène mondiale grâce aux initiatives suivantes :

### *Objectifs de développement du Millénaire et Afrique*

Le Canada est résolu à travailler de concert avec la collectivité internationale pour atteindre les Objectifs de développement du Millénaire. Le budget de 2005 a dégagé des fonds qui permettront au Canada de respecter l'engagement qu'il a pris à la Conférence internationale sur le financement du développement de 2002, tenue à Monterrey au Mexique, de doubler l'aide internationale entre 2002 et 2010. L'aide à l'Afrique doublera d'ici 2008-2009 par rapport aux niveaux de 2003-2004.

On a également pris l'initiative d'affecter 342,0 millions de dollars de fonds en fin d'exercice aux graves questions de santé qui affligent l'Afrique. Afin de réduire la pauvreté et d'augmenter le développement, ces fonds supplémentaires au titre d'initiatives mondiales visent la réduction de l'incidence et de l'impact des maladies mortelles touchant de si nombreuses personnes dans les pays en développement, en particulier en Afrique. Cette somme comprend 160,0 millions de dollars à l'Alliance mondiale pour les vaccins et la vaccination, 140,0 millions au Fonds mondial de lutte contre le SIDA, la tuberculose et le paludisme et 42,0 millions pour contribuer à l'éradication de la polio dans le monde.

Le ministre figurait parmi les 17 commissaires qui ont été nommés à la Commission pour l'Afrique. Le 1 mars 2005, cette Commission a publié un rapport décrivant un plan complet et ambitieux de soutien des efforts de l'Afrique pour réaliser son propre développement. Le rapport contient les thèmes que le ministre a fait valoir, notamment mettre l'accent sur le leadership de l'Afrique dans son propre développement, alléger la dette, soutenir le secteur privé indigène africain et lutter contre les maladies infectieuses. Un des défis à relever a été de veiller à ce que la structure du rapport permette aux pays non représentés à la Commission d'évaluer les objectifs clés proposés.

Pendant l'exercice écoulé, le Canada et d'autres pays donateurs ont négocié la quatrième reconstitution des ressources de l'Association internationale pour le développement (IDA). Les donateurs ont convenu de majorer considérablement les fonds accordés à l'IDA et d'en accroître davantage l'efficacité en liant plus étroitement ses opérations aux stratégies de réduction de la pauvreté mises de l'avant par les pays. La quatrième reconstitution des ressources de l'IDA tient également compte de la grande priorité que le Canada et d'autres pays donateurs accordent à la réduction de la pauvreté en Afrique : la moitié des opérations de l'IDA seront dirigées vers ce pays. Conscient de la situation précaire de gestion durable de la dette de nombreux pays pauvres, le Canada a également soutenu le versement d'un financement par l'IDA aux pays dont l'endettement est catastrophique.

## 6) Finances et échanges internationaux

Ressources financières (en milliers de dollars)

Dépenses prévues	Autorisations	Dépenses réelles
14 452	15 748	14 938

Ressources humaines : ETP

Prévues	Réelles	Écart
119	121	(2)

La Direction des finances et des échanges internationaux est chargée de fournir au ministre des Finances conseils et soutien dans le cadre de forums internationaux comme les groupes des ministres des Finances du G7 et du G20, le FMI et la Banque mondiale. Il lui incombe en outre de conseiller le ministre sur des dossiers comme le commerce international, l'investissement, l'aide internationale, le financement des exportations et la dette étrangère.

### Résultats attendus

#### 1. Accroître l'efficacité et la sécurité à la frontière pour améliorer l'accès aux exportations canadiennes

Le budget de 2004 prévoyait une somme supplémentaire de 605,0 millions de dollars sur cinq ans à l'égard de la réserve pour éventualités au titre de la sécurité pour donner suite aux priorités de sécurité. Lorsqu'il a diffusé la publication intitulée *Protéger une société ouverte : la politique canadienne de sécurité nationale* en avril 2004, le gouvernement s'est engagé à consacrer 690,0 millions de dollars à cette réserve pour donner suite aux priorités décrites dans la politique. Ces sommes traitent non seulement des principales questions de sécurité, mais elles appuient également l'objectif de favoriser une croissance économique vigoureuse et soutenue sur la scène mondiale en facilitant le mouvement légitime des gens et des marchandises à la frontière et en trouvant des débouchés pour notre vaste marché des exportations.

La mise en œuvre de la Politique de sécurité nationale s'inscrivait dans un programme à long terme. Pour appuyer ce programme, le budget de 2005 a engagé la somme supplémentaire de 1,0 milliard de dollars sur cinq ans (selon la comptabilité d'exercice) au titre des principales initiatives relatives à la sécurité nationale, ce qui porte à plus de 9,5 milliards de dollars les sommes totales investies dans la sécurité depuis le 1<sup>er</sup> septembre 2001. En mars 2005, le Premier ministre et les présidents des États-Unis et du Mexique ont convenu d'une nouvelle initiative de sécurité et de prospérité. Le plan de travail, qui vient d'être annoncé, comprend des éléments qui soutiendront davantage les frontières efficaces et sûres grâce à des améliorations réglementaires et sectorielles, et à des améliorations de la sécurité. Le plan de travail sera continuellement mis à jour au besoin.

et de FFT devraient être répartis entre les provinces et les territoires en 2006-2007 et au cours des exercices ultérieurs. Entre autres choses, cet examen évaluera les pratiques courantes de mesure des disparités fiscales entre les provinces et les territoires, se penchera sur des solutions de rechange (comme celles fondées sur des indicateurs macroéconomiques agrégés ou des besoins financiers), passera en revue l'évolution des disparités fiscales entre les provinces ainsi que les coûts de la prestation des services dans les territoires pour aider les administrations publiques et les citoyens à évaluer le niveau global d'aide aux fins de la péréquation et de la FFT. Enfin, il conseillera au gouvernement du Canada d'établir ou non un organe indépendant permanent qui le conseillerait sur la répartition de la péréquation et de la FFT à l'intérieur du cadre des niveaux prévus par la loi. Vous trouverez un complément d'information sur le Groupe d'experts sur la péréquation et la formule de financement des territoires à l'adresse suivante <http://www.eqtt-pftt.ca>.

Le gouvernement du Canada continue d'assumer la pleine responsabilité de toutes les décisions et l'obligation de rendre compte de chacune d'elles. Il poursuivra, comme toujours, ses vastes consultations auprès des provinces et des territoires. Le groupe d'experts a un mandat de nature consultative, et le gouvernement prendra les décisions en se fondant sur les conseils que ce dernier lui aura fournis, tout comme sur ceux qui seront fournis par les administrations provinciales et territoriales et par les Canadiens.

Le groupe d'experts doit présenter son rapport d'ici la fin de 2005, ce qui lui donnera le temps de fournir des conseils sur la manière dont la péréquation et la FFT devraient être réparties entre les provinces et les territoires en 2006-2007 et pour les exercices ultérieurs.

Y compris la nécessité d'effectuer des hausses à court terme, l'acroissement du niveau de base du TCS qui passera à 19,0 milliards de dollars en 2005-2006 et l'instauration d'un facteur d'indexation automatique de 6,0 % par année à compter de 2006-2007. Ces fonds procureront une aide supplémentaire appréciable aux provinces et aux territoires dans le cadre de leurs efforts de renouvellement et de réforme des soins de santé au Canada.

- *Modification de la Loi sur les arrangements fiscaux entre le gouvernement fédéral et les provinces* en vue de la création d'un Transfert pour la réduction des temps d'attente. Ce transfert procure 5,5 milliards de dollars de plus sur dix ans. La somme initiale de 4,25 milliards a été fournie par l'entremise d'une fiducie gérée par des tiers pour la période comprise entre 2004-2005 et 2008-2009, ce qui procure aux provinces et aux territoires la marge de manœuvre voulue pour puiser des fonds à mesure qu'ils en ont besoin jusqu'à la fin de 2008-2009, conformément à leurs stratégies et priorités particulières en matière de réduction des temps d'attente. À compter de 2009-2010, les fonds seront versés par l'entremise d'un Transfert pour la réduction des temps d'attente de 250,0 millions de dollars par année qui devront être consacrés aux ressources humaines permanentes en santé et aux outils de gestion des temps d'attente.

- Versement de 500,0 millions de dollars supplémentaires en 2004-2005 aux provinces et aux territoires à l'égard de l'équipement médical et de diagnostic.

- Examen parlementaire des progrès réalisés en vue de la mise en œuvre du Plan décennal pour consolider les soins de santé.

Ces efforts déployés par le Ministère contribuent pour beaucoup à l'assurance de transferts en temps opportun pour soutenir les efforts des provinces et des territoires en vue de renouveler et de réformer le système de soins de santé canadien.

Vous trouverez un complément d'information sur les transferts fédéraux aux provinces et aux territoires à l'appui des soins de santé sur le site <http://www.fin.gc.ca/FEDPROV/chtf.html>.

## **6. Programmes de transfert aux provinces et aux territoires**

Le 26 octobre 2004, le gouvernement du Canada annonçait un nouveau cadre de la péréquation et de la FFT, qui avait d'abord été présentée aux premiers ministres provinciaux et aux dirigeants territoriaux lors de la réunion des premiers ministres tenue en septembre 2004. Le Ministère, de concert avec d'autres organismes centraux, a aidé aux préparatifs de la réunion d'octobre 2004 des premiers ministres et dirigé l'intégration des engagements au nouveau cadre pour respecter sa priorité de soutenir la société canadienne.

Le nouveau cadre assurera la stabilité, la prévisibilité et la croissance des niveaux globaux de financement et veillera à ce que la péréquation et la FFT continuent de jouer un rôle essentiel pour assurer que tous les Canadiens, quelle que soit la région où ils vivent, ont accès à des services publics comparables à des niveaux raisonnablement comparables d'imposition. Le projet de loi C-24, portant le nouveau cadre, a reçu la sanction royale le 10 mars 2005.

Conformément aux dispositions du nouveau cadre, le gouvernement du Canada a mis sur pied un groupe d'experts indépendants chargés d'examiner la péréquation et la FFT. Ce groupe d'experts a pour objectif de fournir des conseils sur la manière dont les niveaux législatifs de péréquation

milieu de travail. Dès le budget de 2004, le gouvernement du Canada a prévu, à titre de mesure immédiate, l'injection de 25,0 millions de dollars sur trois ans pour mettre en place un nouveau fonds syndical d'infrastructure de centres de formation. Le Ministère a continué de travailler avec RHDDC sur des politiques visant à faire progresser la stratégie, et leurs efforts ont abouti à l'annonce dans le budget de 2005 du versement de la somme supplémentaire de 125,0 millions de dollars sur trois ans au titre de la Stratégie des compétences en milieu de travail.

Le Ministère s'est également employé à aider RHDDC à assurer la mise en œuvre efficace et en temps opportun des engagements pris dans le budget de 2004 en matière d'enseignement postsecondaire, ce qui comprend l'instauration du Bon d'études canadien ainsi que de nouvelles subventions directes aux étudiants issus de familles à faible revenu et aux étudiants handicapés, de même que le relèvement des plafonds du Programme canadien de prêts aux étudiants. Ces deux dernières mesures seront en vigueur pour l'année de prêt qui commence en août 2005. Pour sa part le Bon d'études canadien devient fonctionnel le 1<sup>er</sup> juillet 2005.

Pour appuyer et encourager davantage l'atteinte de niveaux plus élevés de scolarité parmi les étudiants autochtones, le gouvernement a engagé la somme supplémentaire de 10,0 millions de dollars dans le budget de 2005 au titre du Programme d'enseignement postsecondaire administré par la Fondation nationale des réalisations autochtones. Le budget de 2005 a par ailleurs engagé 100,0 millions de dollars sur cinq ans pour améliorer les possibilités d'apprentissage et de garde des jeunes enfants pour les familles des Premières nations qui vivent sur les réserves ainsi que 120,0 millions de dollars sur cinq ans au titre de l'éducation spéciale à l'intention des enfants des Premières nations qui vivent dans les réserves. Ces investissements renchéirissent sur ceux qui ont déjà été faits dans ces domaines. Le Ministère devra surveiller de près la mise en œuvre de ces mesures dans le cadre de la poursuite des activités des tables rondes autochtones.

## ***5. Soutenir le renouvellement continu du système canadien de soins de santé***

En 2004-2005, à l'appui du renouvellement continu du système canadien de soins de santé (qui permet au Ministère de respecter sa priorité de soutenir la société canadienne), le gouvernement du Canada a engagé 41,3 milliards de dollars supplémentaires au titre des soins de santé qui seront versés aux provinces et aux territoires sur dix ans (de 2004-2005 à 2013-2014). Ces fonds supplémentaires appuient le Plan décennal pour consolider les soins de santé que les premiers ministres ont signé lors de leur réunion de septembre 2004.

Le Ministère, en étroite collaboration avec Santé Canada et d'autres organismes centraux, a participé aux préparatifs de la réunion des premiers ministres. Il a par ailleurs dirigé la mise en œuvre des engagements financiers découlant de cette réunion.

Le Parlement a promulgué le 23 mars 2005 le projet de loi C-39 qui a instauré les dispositions relatives au financement fédéral et à l'examen se rapportant au Plan décennal pour consolider les soins de santé et qui porte sur ce qui suit :

- *Modification de la Loi sur les arrangements fiscaux entre le gouvernement fédéral et les provinces pour augmenter le Transfert canadien pour la santé (TCS) de 35,3 milliards sur dix ans. Cet engagement donne complètement suite aux recommandations contenues dans le rapport de la Commission sur l'avenir des soins de santé au Canada (le rapport Romanow),*

leurs besoins lorsqu'ils seront à la retraite tout autant que s'ils sont atteints d'une incapacité grave ou que s'ils perdent un conjoint ou un partenaire.

De plus, des changements d'envergure ont été apportés aux tendances de travail et de retraite des Canadiens depuis le lancement du RPC (et de son équivalent québécois, le Régime de rentes du Québec). Compte tenu de ces changements, l'examen triennal peut également chercher à savoir si la structure actuelle du RPC convient le mieux aux différents cheminements qui mènent à la retraite que choisissent un nombre croissant de Canadiens.

### **3. Soutien accru des familles avec des enfants**

Au fil des ans, le gouvernement du Canada, en partenariat avec les administrations provinciales et territoriales, a mis au point un solide programme de soutien des enfants du Canada qui est conforme à l'objectif du Ministère de soutenir la société canadienne.

Un volet clé de ce programme est l'engagement que le gouvernement du Canada a pris d'élaborer une initiative relative à l'apprentissage et à la garde des jeunes enfants (AGJE), à laquelle le Ministère a participé de très près. Unissant principalement ses efforts à ceux de Développement social Canada et d'autres organismes centraux, le Ministère a contribué à la prise en compte de cet engagement dans l'annonce faite dans le budget de 2005 du versement de 5,0 milliards de dollars sur cinq ans à l'appui de l'initiative relative à l'AGJE. De cette somme, 700,0 millions ont été mis à la disposition de toutes les provinces et de tous les territoires pour 2004-2005 et 2005-2006 par l'entremise d'une fiducie administrée par des tiers. Les provinces et les territoires pourront puiser dans ces fonds jusqu'au 31 mars 2006. La *Loi d'exécution du budget de 2005*, qui a été déposée le 24 mars 2005 et qui devrait recevoir la sanction royale en juin 2005, prévoit l'autorisation de verser les fonds à la fiducie pour l'AGJE.

Les discussions avec les ministres provinciaux et territoriaux et les intervenants, qui ont commencé en 2004-2005, se poursuivent et d'importants progrès en vue de la mise en œuvre de l'initiative relative à l'AGJE, devraient se faire au cours de l'année. Le gouvernement avait espéré arriver à une entente de principe, couvrant la période comprise entre 2006-2007 à 2009-2010, avec le Manitoba, l'Ontario, la Saskatchewan, la Nouvelle-Écosse, l'Alberta, et Terre-Neuve-et-Labrador d'ici juillet 2005. Des ententes de principe devront être négociées avec d'autres provinces et territoires, et le Ministère devra assumer un rôle de premier plan dans la surveillance de ces discussions.

### **4. Accorder du soutien aux Canadiens pour qu'ils acquièrent des compétences et des connaissances**

Le Ministère reconnaît le rôle central du développement du capital humain ainsi que l'importance d'investir dans les compétences et l'apprentissage pour soutenir une main-d'œuvre qualifiée, novatrice et capable d'adaptation. Il participe périodiquement à l'élaboration et à la mise en œuvre de politiques en collaboration avec les provinces, les territoires et d'autres intervenants. Ces mesures contribuent au respect de la priorité du Ministère de soutenir la société canadienne.

Au cours de 2004-2005, le Ministère a collaboré étroitement avec RHDC pour respecter l'engagement pris par le gouvernement du Canada de lancer une Stratégie des compétences en

## 5) Relations fédérales-provinciales et politique sociale

Ressources financières (en milliers de dollars)

Dépenses prévues	Autorisations	Dépenses réelles
10 195	11 151	11 394

Ressources humaines : ETP

Prévues	Réelles	Écart
91	92	(1)

Les principales responsabilités comprennent la présentation d'analyses et de conseils au ministre sur les arrangements fiscaux et les relations économiques entre le gouvernement fédéral et les provinces ainsi que sur les politiques et programmes sociaux du Canada, notamment la santé, l'assurance-emploi, les prestations aux aînés, les programmes destinés aux Autochtones, les programmes d'éducation et les programmes culturels.

### Résultats attendus

#### 1. Examen du mécanisme de détermination des cotisations d'assurance-emploi

En 2004-2005, de concert avec RHDCC, le Ministère a mené un examen qui a abouti à l'établissement d'un nouveau mécanisme de détermination des taux de cotisation à l'assurance-emploi. Par suite de cet examen, le budget de 2005 a annoncé ce nouveau mécanisme

à temps pour qu'il puisse servir à établir le taux pour 2006. Le projet de loi C-43, qui contient les modifications législatives, devrait recevoir la sanction royale en juin 2005. Le mécanisme de détermination du taux veillera à ce que le taux des cotisations soit établi de manière transparente, à ce qu'il se fonde sur des conseils d'experts indépendants, à ce qu'il corresponde aux coûts du programme et à ce qu'il soit relativement stable au fil des ans. Ce résultat contribue à l'objectif du Ministère de soutenir l'économie canadienne.

#### 2. Viabilité du Régime de pensions du Canada

En 2004-2005, le Ministère a poursuivi les consultations amorcées en 2003-2004 avec les provinces et les territoires pour fixer les paramètres de l'examen financier triennal de 2004-2006 du Régime effectué par les ministres des Finances fédéral et provinciaux. Cet examen, exigé par la *Loi sur le Régime de pensions du Canada*, devrait se terminer d'ici la fin de 2005. L'examen permanent du RPC, un élément important permettant d'assurer la viabilité à long terme du régime, permet de respecter la priorité du Ministère de soutenir la société canadienne.

Selon les projections actuarielles les plus récentes, les cotisations annuelles au RPC dépasseront les prestations annuelles, du moins jusqu'en 2022, de sorte que 17 années s'écouleront avant qu'une partie du revenu de placements accumulé ne soit requise pour aider à verser les prestations du RPC. En tenant compte des actifs accumulés, on s'attend à ce que le régime dispose de la marge de manœuvre voulue pour absorber un éventail d'éventuelles fluctuations économiques ou démographiques imprévues sans avoir à modifier le taux de cotisation. Cela assure la viabilité financière du RPC à long terme et aide les travailleurs canadiens à combler

#### **4. Contribuer à la stratégie de mise en œuvre du gouvernement visant à respecter ses engagements dans le cadre du Protocole de Kyoto**

Le Ministère a donné son appui à l'engagement pris par le gouvernement envers un environnement propre, qui contribue à une croissance économique mondiale soutenue, en menant des évaluations et en fournissant des conseils sur l'incidence sur le plan économique et financier des choix stratégiques à faire dans le domaine de l'environnement, présentés par les ministères responsables et visant à aider le Canada à respecter ses engagements environnementaux. Au niveau mondial, un des principaux objectifs consiste à respecter les obligations du protocole de Kyoto qui se rapportent à la réduction du niveau des émissions de gaz à effet de serre au Canada.

Dans son *Rapport sur les plans et les priorités de 2004-2005*, le Ministère s'est engagé à maintenir sa participation — de concert avec d'autres ministères fédéraux, d'autres administrations publiques et d'autres parties prenantes — à la conception d'un système d'engagements avec les grands émetteurs finals de gaz à effet de serre afin d'atteindre les réductions souhaitées dans leurs émissions. En 2004-2005, les fonctionnaires du Ministère ont participé à des discussions bilatérales et multilatérales avec d'autres représentants de ministères concernant les cibles de réduction des émissions et des options en matière de conformité aux fins de la conception d'un éventuel système d'échange de droits d'émission de gaz à effet de serre dans le but de réduire de façon rentable les émissions des plus importants pollueurs du Canada. Par suite de ces discussions, des éléments clés du système — comme l'objectif global, les options de conformité et le cadre législatif proposé — seront annoncés dans le nouveau plan du changement climatique intitulé *Aller de l'avant pour contre les changements climatiques : Un plan pour honorer notre engagement de Kyoto*, dont la publication est prévue pour avril 2005.

#### **5. Vente de Petro-Canada**

Dans le budget de 2004, le gouvernement a fait part de son intention de vendre en 2004-2005 le solde de ses actions dans Petro-Canada. En se fondant sur une moyenne des prix récents et sur la valeur comptable de cet investissement à ce moment-là, on s'attendait à ce que cette vente procure environ 2 milliards de dollars de revenus budgétaires nets.

Au cours de 2004-2005, la Direction du développement économique et des finances intégrées a géré la vente des actions du gouvernement dans Petro-Canada, comme le proposait le budget de 2004. La vente s'est achevée en septembre 2004 et a produit des revenus budgétaires nets de 2,6 milliards de dollars, soit 30,0 % de plus que la somme de 2,0 milliards qui avait été prévue lors de l'annonce dans le budget.

Le Ministère examine constamment son cadre économique pour s'assurer qu'il est à jour et qu'il surveille les progrès en vue de l'atteinte de ses objectifs. Ainsi, par exemple, bien que les investissements par les entreprises dans la R-D aient augmenté depuis 1995, ils demeurent en deçà de la moyenne de l'OCDE. Cela laisse supposer que les entreprises canadiennes disposent encore d'une marge de manœuvre pour récolter des avantages plus grands d'une base solide de connaissances créée par les investissements antérieurs dans la recherche, surtout dans le secteur de l'enseignement supérieur. Le Ministère continue de chercher des moyens de stimuler une plus grande collaboration entre les entreprises et les chercheurs dans les universités, les collèges et les hôpitaux.

### **3. Soutien des collectivités**

Le Nouveau pacte pour les villes et les collectivités du gouvernement vise à fournir un financement de longue durée fiable et prévisible aux municipalités, quelle que soit leur taille, pour soutenir la société canadienne. À titre de première mesure d'exécution du Nouveau pacte, le budget de 2004 a remis aux municipalités 7,0 milliards de dollars sur dix ans par l'entremise du remboursement intégral de la TPS, à compter de février 2004. En 2004-2005, le Nouveau pacte avait comme objectif clé de trouver un moyen de partager les fonds représentant une partie des revenus tirés de la taxe fédérale sur l'essence qui seraient affectés au soutien d'une infrastructure durable et respectueuse de l'environnement. Infrastructure Canada a été le ministère responsable de cet exercice.

Le ministère des Finances Canada a pris part à des discussions interministérielles sur l'élaboration de cette initiative et a formulé des recommandations au ministre des Finances concernant l'inclusion de mesures dans le budget de 2005.

Grâce au budget de 2005, le gouvernement a respecté l'engagement qu'il avait pris dans le discours du Trône de remettre une partie de la taxe d'accise fédérale sur l'essence aux villes et aux collectivités. Dès 2005-2006, les villes et collectivités canadiennes toucheront une part de ces revenus représentant 600,0 millions de dollars. Cette somme augmentera graduellement jusqu'à ce qu'elle atteigne 2,0 milliards de dollars par année en 2009-2010, soit l'équivalent de 5 cents le litre au titre des revenus tirés de la taxe sur l'essence. Afin d'assurer le transfert en temps opportun des fonds, l'autorisation de verser le paiement en 2005-2006 a été incluse dans le projet de loi sur le budget. Pour ce qui est de la méthode de transfert des fonds, le Ministère a pris part à des discussions interministérielles pour élaborer un cadre de partage de revenus provenant de la taxe sur l'essence. Il incombe au ministre d'État (Infrastructure et Collectivités) de négocier les ententes particulières avec les provinces et les collectivités conformément au cadre.

Le soutien que le gouvernement du Canada accorde aux villes et aux collectivités ne prend pas seulement la forme d'aide financière. Le gouvernement s'est également fixé pour objectif de conclure des partenariats significatifs avec tous les ordres de gouvernement et d'élaborer des stratégies à long terme pour améliorer les villes et les collectivités canadiennes. Cet objectif comprend un engagement de fournir aux municipalités une voix forte lors des discussions entourant les questions nationales auxquelles elles tiennent le plus. Le Ministère a respecté cet engagement d'inclure le secteur municipal dans les consultations prébudgétaires annuelles. Le 27 janvier 2005, le ministre des Finances a tenu une consultation prébudgétaire inaugurale avec la Fédération canadienne des municipalités.

## 2. Programmes qui facilitent l'adaptation de tous les secteurs à l'économie du savoir

Les entreprises, à mesure qu'elles deviennent plus innovatrices et davantage axées sur le savoir, arrivent à accroître leur productivité et à livrer une concurrence plus efficace, ce qui contribue à une économie canadienne plus productive et plus compétitive. La principale responsabilité que doit assumer le gouvernement lorsqu'il s'agit de soutenir ce processus est de veiller à ce que les conditions propices existent pour que tous les secteurs de l'économie puissent s'adapter aux défis que présente l'économie mondiale du savoir et tirer profit des occasions qu'elle fournit. Il s'agit notamment de fournir des conditions financières et monétaires stables, un régime fiscal concurrentiel et des règlements efficaces. Le huitième budget équilibré de suite affiché en 2004-2005, la réduction des taux d'intérêt consécutive à la réduction marquée de la dépendance du gouvernement envers les emprunts sur les marchés de capitaux ainsi que les réductions soutenues de l'impôt des particuliers et des sociétés ont tous contribué à l'atteinte de cet objectif.

Le gouvernement a par ailleurs fait des investissements stratégiques qui ont aidé les entreprises à adopter des innovations pour obtenir un avantage concurrentiel de base. Tout au long de 2004-2005, le Ministère a uni ses efforts à ceux de la Banque de développement du Canada (BDC) pour mettre en place l'engagement pris dans le budget de 2004 d'acheter pour 250,0 millions de dollars en actions ordinaires de la BDC afin d'accroître le capital de risque mis à la disposition des sociétés innovatrices canadiennes aux premières ou aux dernières étapes de leurs activités. Le Ministère a également travaillé en étroite collaboration avec d'autres organisations fédérales pour veiller à ce que leurs programmes appuient l'innovation dans le secteur privé. Par exemple, il a travaillé avec le Conseil national de recherches du Canada pour évaluer les progrès réalisés depuis 2000 en matière de soutien du développement de groupes à vocation technologique dans le Canada atlantique, ce qui a donné lieu à la reconduction de l'initiative pour cinq années de plus dans le budget de 2005. Ce budget portait également le renouvellement du financement du Fonds d'innovation de l'Atlantique qui appuiera la recherche universitaire, la commercialisation et les entreprises novatrices. D'autres mesures budgétaires viennent appuyer cet objectif, notamment le financement de la mise au point de la deuxième génération de satellites de télédétection radar et des initiatives pour aider les industries du textile et du vêtement à s'adapter à la concurrence mondiale.

Des indicateurs tels l'activité de R-D des entreprises, la formation de capital et les brevets permettent habituellement de savoir si le secteur privé innove et adopte de nouvelles technologies. Nombre de tendances positives laissent supposer une amélioration des entreprises canadiennes dans ces importants secteurs. Les dépenses de R-D des entreprises canadiennes en pourcentage du PIB ont augmenté de façon soutenue au cours de la dernière décennie, passant de près de la moitié de la moyenne des pays de l'OCDE à près de 70 % en 2002. L'investissement canadien dans le capital en pourcentage du PIB s'est également amélioré de façon remarquable depuis 1995, passant de l'un des niveaux les plus bas parmi les pays du G7 à près du sommet. Les entreprises ont surtout majoré leurs investissements dans les machines et le matériel (p. ex. d'environ 6 % de 2003 à 2004). Dans l'ensemble, le taux effréné de croissance de l'investissement suppose que les entreprises canadiennes adoptent de nouvelles technologies et embrassent l'innovation à un rythme rapide.

- La fourniture de 126,0 millions de dollars sur cinq ans à l'appui de la recherche avancée en physique des particules effectuée dans les installations scientifiques de la Tri-University Meson Facility, en Colombie-Britannique.
- L'augmentation de 75 millions de dollars par exercice du financement des trois conseils subventionnaires fédéraux canadiens à compter de 2005-2006.
- L'injection de 15 millions de dollars par exercice pour les coûts indirects de la recherche parrainée par le gouvernement fédéral par l'entremise des conseils subventionnaires à compter de 2005-2006.

En outre, le programme d'incitatif fiscal canadien pour la recherche scientifique et le développement expérimental visant à promouvoir les investissements en R-D du secteur privé constitue l'un des régimes les plus avantageux du monde industrialisé. Des crédits d'impôt à l'investissement sont accordés pour des dépenses actuelles et de capital admissibles au taux général de 20,0 % et au taux majoré de 35,0 % pour les petites sociétés privées sous contrôle canadien.

En 2004, les dépenses estimatives en R-D au Canada ont grimpé pour atteindre 24,5 milliards de dollars, ce qui représente une hausse de 5,1 % par rapport à 2003. Cette hausse découle de l'augmentation des investissements en R-D par tous les grands secteurs, ayant à leur tête le secteur de l'enseignement supérieur (12,0 %), l'administration fédérale (5,5 %) et le secteur des affaires (2,2 %). Les investissements en R-D, exprimés en pourcentage du PIB, se chiffraient à 1,90 % en 2004, légèrement en baisse par rapport à l'exercice précédent (1,91 %), mais en nette hausse comparativement à la proportion de 1,66 % enregistrée en 1997. Tant l'administration fédérale que le secteur de l'enseignement supérieur devraient continuer d'accroître leurs investissements en R-D au cours des prochains exercices. Le Canada s'est classé 13<sup>e</sup> à ce chapitre selon l'OCDE en 2002, dernière année pour laquelle l'on dispose de données internationales comparables. Le fait que le Canada soit passé de la 15<sup>e</sup> place à la 13<sup>e</sup> tient en partie aux révisions des données par le Canada et d'autres pays. L'objectif ultime consiste à atteindre le 5<sup>e</sup> rang d'ici 2010.

Un autre objectif important est le renforcement de la capacité des universités et des hôpitaux de recherche à adapter et à commercialiser le savoir. Il s'agit d'un élément clé de la concrétisation des avantages économiques et sociaux que procurent les investissements du gouvernement dans la capacité de R-D du Canada.

On mesure généralement les résultats des universités au chapitre de la commercialisation par les revenus générés des licences accordées et le démarrage d'entreprises. Bien que les universités canadiennes continuent de tirer moins de revenus de leurs investissements dans des activités de commercialisation que les universités américaines, elles intègrent de plus en plus le renforcement du rendement à ce chapitre à leurs plans stratégiques. Elles ont ainsi été en mesure d'améliorer constamment leurs résultats au cours des dernières années. À titre d'exemple, selon les données disponibles les plus récentes, les revenus provenant des licences que génèrent les institutions canadiennes ont grimpé, passant de 51,5 millions de dollars en 2002 pour atteindre 57,7 millions en 2003. Les institutions canadiennes ont lancé 58 entreprises en 2003 et détiennent actuellement plus de 890 licences de production de revenus ou options.

#### 4) Développement économique et finances intégrées

Ressources financières (en milliers de dollars)

Dépenses prévues	7 854	Autorisations	13 981	Dépenses réelles	12 096
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Ressources humaines : ETP

Prévues	71	Réelles	69	Écart	2
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L'activité de programme du Développement économique et des finances intégrées présente des analyses et des conseils stratégiques au ministre sur les répercussions financières de la politique et des programmes microéconomiques du gouvernement et sur la restructuration des sociétés d'État et d'autres portefeuilles. Il lui incombe en outre de formuler des propositions de financement des programmes et d'analyser les politiques sectorielles.

#### Résultats attendus

##### 1. Soutien de la recherche-développement

Dans tous les budgets déposés depuis que l'équilibre budgétaire a été rétabli, le gouvernement a fait des investissements cruciaux pour créer un milieu de classe mondiale pour les sciences et la technologie au Canada. Il a surtout centré ces investissements sur le renforcement de la capacité de recherche du secteur de l'enseignement supérieur au Canada. Ces investissements ont placé le Canada au premier rang parmi les pays du G7 au chapitre de la recherche effectuée par le secteur public en pourcentage de l'économie.

La recherche-développement (R-D) contribue pour beaucoup à l'obtention d'un avantage économique dans une société du savoir. Le nouveau savoir obtenu grâce à la R-D accroît la productivité et sert de fondement aux nouveaux produits et services qui ouvrent de nouveaux débouchés et améliorent la qualité de vie des Canadiens. Ce qui est tout aussi important, les travailleurs canadiens qui participent aux activités de R-D de pointe acquièrent des compétences avancées convoitées par les entreprises novatrices. Les dépenses estimatives du gouvernement dans le domaine des sciences et de la technologie totalisent 9,2 milliards de dollars en 2004-2005, le plus haut niveau qu'elles aient atteint.

Les travaux menés conjointement par le ministère des Finances Canada et un certain nombre de ministères responsables tout au long de 2004-2005 ont donné lieu à l'inclusion dans le budget de 2005 d'investissements supplémentaires à l'appui de la recherche et de l'innovation qui ont totalisé 810,0 millions de dollars au cours de cet exercice et des cinq exercices suivants. Voici certaines des principales initiatives prévues :

- L'investissement de 165,0 millions de dollars en 2004-2005 dans Génome Canada pour appuyer la recherche de pointe sur le génome.

Les résultats des consultations et de l'examen parlementaire devraient entraîner des modifications de la Loi sur le recyclage des produits de la criminalité et le financement des activités terroristes et son règlement d'application.

En 2004-2005, le Ministère a collaboré de près avec la Banque du Canada pour l'émission de d'une nouvelle série de grosses coupures (20 \$, 50 \$ et 100 \$). L'émission des trois coupures a été élevée. Ces nouveaux billets, grâce à leurs caractéristiques de sécurité à la fine pointe de la technologie, sont beaucoup plus difficiles à contrefaire et, par conséquent, contribuent à l'atteinte de la priorité d'assurer une croissance économique vigoureuse et soutenue sur la scène mondiale. Le Ministère a également uni ses efforts à ceux de la Banque du Canada dans le cadre d'autres initiatives pour protéger la monnaie canadienne de la contrefaçon. Il s'agit notamment de l'amélioration des caractéristiques de sécurité du billet de 10 \$ (qui sera émis en mai 2005), de la stratégie de lutte contre les crimes relatifs à la contrefaçon et des efforts de communication. Dans l'ensemble, les efforts de collaboration relatifs à la monnaie que déploient le Ministère et la Banque du Canada contribuent à renforcer la confiance du grand public dans les billets de banque canadiens.

les provinces particulières sur les recommandations du CPA. Afin d'améliorer le climat des affaires au Canada et de promouvoir une plus grande efficacité, le gouvernement a fait savoir dans le budget de 2005 qu'il se fixait pour objectif d'arriver à une entente sur un système amélioré de réglementation des valeurs mobilières d'ici la fin de 2005.

### *Création d'un milieu propice au financement des sociétés canadiennes*

Le budget de 2005 a éliminé la limite appliquée aux placements dans les biens étrangers par des entités exonérées d'impôt, en permettant de diversifier les possibilités d'investissement de l'épargne-retraite pour les Canadiens et en accordant aux caisses de retraite une plus grande marge de manœuvre quant à la fourniture de capital de risque aux petites entreprises canadiennes. Le gouvernement du Canada continuera de travailler avec les investisseurs, les fournisseurs de capital de risque et les investisseurs providentiels pour garantir l'accès à un marché de capital de risque efficace pour les petites entreprises canadiennes qui en sont aux premiers stades. L'objectif consiste encore à devenir l'un des trois premiers pays industrialisés sur le plan de l'investissement de capitaux de risque par habitant (le Canada se classe actuellement au quatrième rang à ce chapitre) et d'égaliser les États-Unis en placements initiaux de titres en dollars par habitant d'ici 2010.

### **3. Un système financier canadien qui soit sûr et qui satisfasse aux normes internationales de lutte contre les abus financiers et le financement des activités terroristes**

En matière de lutte contre le recyclage des produits de la criminalité et le financement des activités terroristes, le Canada s'est fixé pour objectif de fournir les outils qui conviennent aux organismes d'application de la loi, tout en respectant le droit à la vie privée des Canadiens et en se conformant aux normes internationales. Le Canada procède à la mise en œuvre de normes révisées du GAFI en matière de lutte contre le recyclage des produits de la criminalité et le financement des activités terroristes, et se prépare en vue d'une évaluation mutuelle complète de son régime national par le GAFI en 2007. Le Canada continue de participer activement au GAFI et assumera la présidence de ce groupe en 2006-2007.

Le régime canadien de lutte contre le recyclage des produits de la criminalité et le financement des activités terroristes a été examiné par la vérificatrice générale du Canada et a subi une évaluation demandée par le Conseil du Trésor en 2004 ([http://www.fin.gc.ca/toct/2005/nicml-incba\\_f.html](http://www.fin.gc.ca/toct/2005/nicml-incba_f.html)). Il fera l'objet d'un examen parlementaire prévu par la loi à compter de 2005. Le gouvernement a précisé dans le budget de 2005 qu'il prévoyait publier un document de consultation en juin 2005 pour se préparer en vue de l'examen du GAFI et pour donner suite aux recommandations formulées par la vérificatrice générale du Canada et le Conseil du Trésor à la suite de leurs évaluations. Il consultera des parties prenantes des secteurs public et privé sur une série de propositions visant à améliorer et à mettre à jour le régime canadien de lutte contre le recyclage des produits de la criminalité et le financement des activités terroristes. Les consultations veilleront à ce que les discussions des parlementaires soient ciblées dans le cadre de cet examen.

En juin 2003, le gouvernement a diffusé sa réponse aux rapports du Comité de la Chambre des communes et du Sénat au sujet des fusions bancaires et de l'intérêt public. Dans ce document, il posait un certain nombre de questions de nature stratégique se rapportant à la concurrence et à la consolidation au sein du secteur des services financiers canadiens. La période de consultation s'est terminée à la fin de décembre 2003, et les présentations soumises ont été examinées. Le ministre des Finances a rencontré les premiers dirigeants de grandes banques, d'autres parties prenantes et des membres des partis d'opposition. Un exposé de principe sera publié en temps opportun.

Dans le budget de 2005, le gouvernement a amorcé la modernisation du système réglementaire pour accroître l'efficacité de la réglementation régissant les services financiers fédéraux. Il a précisé les rôles et les responsabilités de la Société d'assurance-dépôts du Canada et du BSIF ainsi qu'il élimine le chevauchement et le double emploi entre les deux organismes. Les modifications qui s'imposaient aux textes de loi et aux règlements intérieurs pour que puissent être mis en œuvre ces changements devraient être adoptées au printemps 2005.

Parmi ses attributions relatives au secteur financier, le Ministère doit également conseiller le ministre des Finances sur la politique relative aux régimes de pension fédéraux. Le 1<sup>er</sup> avril 2003, l'Air Canada s'est placée sous la protection de la Loi sur les arrangements avec les créanciers des compagnies. Dans les rapports financiers que la société a soumis par la suite au BSIF, l'Air Canada a fait savoir que ses dix régimes de pension à prestations déterminées accusaient en tout un déficit de solvabilité de plus de 1 milliard de dollars en janvier 2004. L'Air Canada a demandé que soient apportés des changements aux règlements régissant les pensions pour qu'elle puisse combler le déficit de ses régimes de pension sur une période de dix ans plutôt que d'en plus cinq ans, comme le prévoit le *Règlement sur les normes de prestation de pension*.

Après avoir obtenu le soutien de toutes les parties prenantes pour les changements précis demandés, le gouvernement a pris le *Règlement sur la capitalisation du déficit de solvabilité des régimes de pension d'Air Canada* en août 2004 et fait savoir qu'il envisagerait d'accorder de manière plus générale ce genre d'aide aux régimes de pension de promoteurs éprouvant des difficultés financières et qu'il se pencherait sur la viabilité des régimes tout en donnant suite aux besoins de souplesse des sociétés.

Conformément à cet engagement, le gouvernement prévoit publier un document de consultation intitulé *Renforcer le cadre législatif et réglementaire des régimes de retraite à prestations déterminées agréées aux termes de la Loi de 1985 sur les normes de prestation de pension*, en mai 2005 dans le dessein d'améliorer la sécurité des prestations des régimes de pension et d'assurer la viabilité des régimes de pension à prestations déterminées.

### *Poursuite des efforts d'amélioration du système de réglementation des valeurs mobilières*

Dans le budget de 2004, le gouvernement a exprimé son accord avec les recommandations contenues dans le rapport du Comité de personnes averties (CPA) et qui demandaient aux administrations publiques du Canada de collaborer à la mise sur pied d'un seul organisme canadien de réglementation des valeurs mobilières et à l'adoption d'une seule loi régissant les valeurs mobilières au Canada. En 2004-2005, le gouvernement a poursuivi les discussions avec

## 2. Un cadre réglementaire propice à la création d'un environnement pour le secteur des services financiers qui soit concurrentiel à l'échelle internationale, sûr et stable, et qui réponde aux besoins des consommateurs et des entreprises, de même que pour les marchés financiers qui satisfont aux besoins des émetteurs et des bailleurs de fonds

Le Ministère fournit des conseils et élabore des politiques, des lois et des règlements pour appuyer un secteur des services financiers de pointe et pour accroître la productivité, la compétitivité et le dynamisme du Canada. Des exemples d'initiatives clés sont fournis ci-après.

### Mise en œuvre d'un cadre stratégique efficace pour le secteur des services financiers

À la suite de l'adoption du projet de loi C-8, *Loi constituant l'Agence de la consommation en matière financière du Canada et modifiant certaines lois relatives aux institutions financières*, à l'automne 2001, environ 140 règlements avaient franchi les étapes du processus de réglementation et avaient été adoptés au 31 mars 2004. Cette réalisation est attribuable à la coordination, à la préparation et à l'examen efficaces des règlements au sein du ministère de la Justice Canada et du Bureau du Conseil privé, de même qu'aux consultations auprès des intervenants de l'extérieur. Au cours de l'exercice 2004-2005, le *Règlement sur les apparentés d'associations de détail*, auquel dépendait la mise en œuvre intégrale d'une plus grande marge de manœuvre organisationnelle pour le secteur des coopératives financières, a été approuvé. Le *Règlement sur les pénalités monétaires administratives*, qui met la dernière main à l'instauration du cadre administratif du Bureau du surintendant des institutions financières (BSIF), a fait l'objet d'une publication préalable et sera soumis à l'approbation finale sous peu.

La *Loi canadienne sur les sociétés par actions* (LCSA) sert en général de point de référence pour les règles de gouvernance contenues dans les lois régissant les institutions financières fédérales. Le régime de gouvernance de l'actuelle LCSA a subi une série de changements en 2001 conformément au projet de loi S-11. Le Ministère a publié un document de travail le 31 janvier 2003, dans lequel il décrit les propositions se rapportant aux changements de suivi du projet de loi S-11, de même que des propositions relatives à la gouvernance visant les souscripteurs. Le Ministère a également procédé à de vastes consultations auprès des parties prenantes intéressées. Le budget de 2005 a annoncé le dépôt imminent d'un projet de loi de réforme du cadre de gouvernance des lois régissant les institutions financières fédérales. Le dépôt du projet de loi C-57, *Loi modifiant certaines lois relativement aux institutions financières*, est prévu pour juin 2005.

Les quatre lois principales qui régissent la réglementation du secteur financier, à savoir la *Loi sur les banques*, la *Loi sur les sociétés d'assurances*, la *Loi sur les sociétés de fiducie et de prêt* et la *Loi sur les associations coopératives de crédit*, sont assujetties à un cycle d'examen quinquennal. Le prochain examen, qui comprend l'entrée en vigueur de la nouvelle loi, doit avoir lieu en octobre 2006. C'est pourquoi, dans le cadre du budget de 2005, le gouvernement du Canada a annoncé le lancement d'un processus de consultation pour obtenir les impressions des parties prenantes et des Canadiens afin de perfectionner le cadre actuel pour accroître l'efficacité des lois et des règlements, améliorer la protection des consommateurs et l'adapter aux nouveaux développements. Les impressions sur les questions soulevées et toutes les autres questions pertinentes devaient parvenir au ministère des Finances Canada avant le 1<sup>er</sup> juin 2005. Le gouvernement rédigera par la suite un livre blanc qu'il publiera à l'automne.

### 3) Politique du secteur financier

Ressources financières (en milliers de dollars)

Dépenses prévues	Autorisations	Dépenses réelles
13 837	89 905	20 725

Ressources humaines : ETP

Prévues	Réelles	Écart
133	114	19

L'activité de programme de la Politique du secteur financier est chargée de fournir des analyses sur le secteur financier au Canada de même que sur la réglementation des institutions financières à charte fédérale (notamment les banques, les sociétés de fiducie, les sociétés d'assurances, les caisses de crédit et d'autres institutions financières). Elle gère en outre le programme des emprunts du gouvernement et fournit au ministre un soutien à l'égard des emprunts des sociétés d'État et de la politique sur les marchés financiers.

#### Résultats attendus

##### 1. Viabilité du Régime de pensions du Canada

Le projet de loi C-3, *Loi modifiant le Régime de pensions du Canada et la Loi sur l'Office d'investissement du régime de pensions du Canada*, est entré en vigueur le 1<sup>er</sup> avril 2004. Tous les autres actifs du RPC gérés actuellement par le gouvernement du Canada seront transférés à l'Office d'investissement du RPC sur une période de trois ans prenant fin le 30 avril 2007. Parmi ces actifs, mentionnons le solde de fonctionnement en espèces et un portefeuille d'obligations à long terme, la plupart émises par les provinces. Au 31 mars 2005, la valeur marchande estimative de ces actifs totalisait 22,1 milliards de dollars.

Le solde de fonctionnement, qui s'élevait à environ 2,8 milliards de dollars au 31 mars 2005, sera transféré à l'Office d'investissement du RPC en 12 mensualités égales à compter de septembre 2004. Le portefeuille d'obligations (qui s'établissait à 19,3 milliards de dollars au 31 mars 2005) sera transféré sur une période de trois ans qui a commencé le 1<sup>er</sup> mai 2004. L'Office d'investissement du RPC a reçu le mandat d'optimiser le rendement des placements sans exposer les cotisants et les bénéficiaires du RPC à des risques excessifs. Il devrait améliorer le rendement de ces placements en actif en les gérant dans un portefeuille diversifié de placements à rendement élevé sur le marché de la même façon que d'autres imposants régimes de pension publics du Canada.

G7 à enregistrer une meilleure croissance au cours de ces deux années. Affichant sa résilience, l'économie canadienne a également créé 226 300 nouveaux emplois nets en 2004, tous à temps plein.

Les risques pour l'économie canadienne demeurent surtout externes et se rapportent aux déficits budgétaires et aux déséquilibres du compte courant soutenus des États-Unis. La dégradation de la situation budgétaire en sol américain pourrait exercer des tensions à la hausse sur les taux d'intérêt aux États-Unis et au Canada et ralentir la croissance des deux pays. De plus, les tensions qui continuent de peser sur le compte courant des États-Unis ajoutent au risque d'une dépréciation importante du dollar américain, ce qui pourrait entraîner une appréciation plus grande du dollar canadien et d'autres défis pour les exportateurs canadiens. Le Ministère continuera de fournir des conseils et de soutenir les politiques économiques judicieuses pour maintenir la croissance économique et la prospérité compte tenu de ces chocs externes.

principalement celles qui ont trait à l'accroissement de la transparence des renseignements ainsi qu'à la qualité et à l'analyse des données.

## 2. Options stratégiques qui favorisent la croissance économique à long terme

Ce résultat appuie la priorité du Ministère d'accroître la productivité, la compétitivité et le dynamisme du Canada en fournissant des analyses et des conseils concernant les options stratégiques qui favorisent la croissance économique à long terme. De solides politiques économiques permettent à l'économie canadienne de bien fonctionner en dépit des différents chocs économiques. De concert avec une structure budgétaire viable, la politique d'une cible de faible inflation a permis aux décideurs d'abaisser les taux d'intérêt pour soutenir l'économie canadienne lorsqu'elle a été secouée par une série de chocs de taille en 2003 et en 2004. La réduction des taux d'intérêt appuie fermement les secteurs sensibles aux variations des taux d'intérêt, notamment le logement, les dépenses de consommation et l'investissement des entreprises.

L'adaptation à l'appréciation rapide du dollar canadien a posé un important défi à l'économie canadienne en 2003 et en 2004, plus particulièrement aux exportateurs canadiens. La politique adoptée par le Canada relative à une inflation faible et stable est venue compenser les effets de cette appréciation sur l'économie et a appuyé la demande nationale en maintenant de faibles taux d'intérêt. Le graphique ci-après montre que les taux d'intérêt ont atteint des niveaux très bas.

### Taux obligataires et hypothécaires

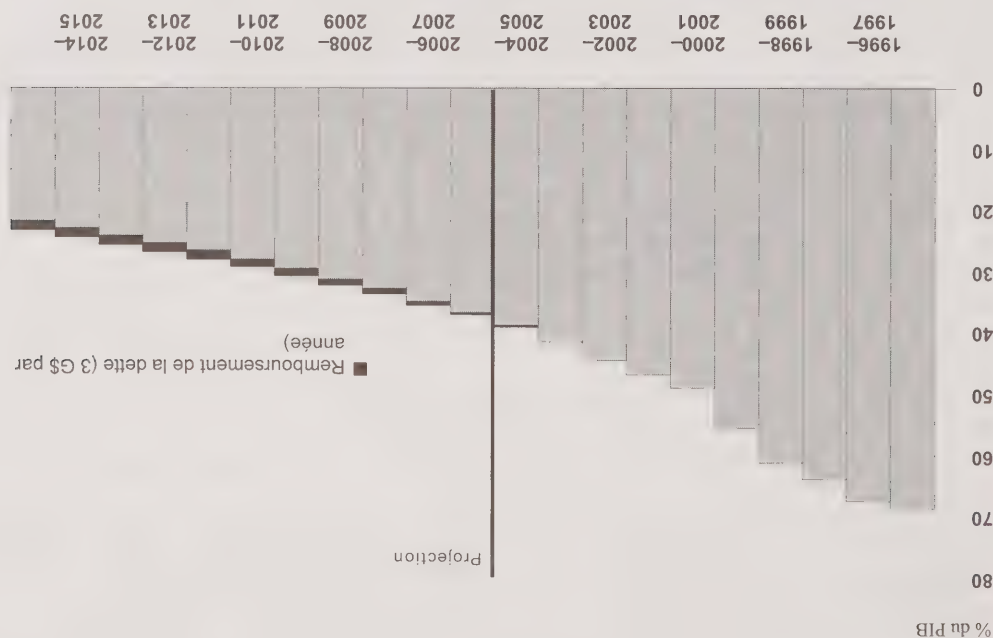


Malgré l'effet d'un dollar plus vigoureux, l'économie canadienne a progressé à un rythme relativement robuste de 2,9 % en 2004. Dans le numéro du printemps 2005 de la publication *Perspectives de l'économie mondiale*, le FMI a prévu que la croissance du PIB réel du Canada s'établirait à 2,8 % en 2005 et à 3,0 % en 2006 et que les États-Unis seraient le seul pays du

Selon les estimations de l'OCDE, le Canada sera le seul pays du G7 à avoir enregistré un excédent budgétaire pour l'ensemble des administrations publiques au cours des trois derniers exercices et il devrait être le seul pays du G7 à réaliser cet exploit en 2005-2006.

La dette fédérale n'a cessé de reculer depuis 1996-1997. Ce recul, jumelé à la vigoureuse croissance économique canadienne, s'est traduit par une réduction importante du ratio de la dette fédérale au PIB, qui est passé du sommet de 68,4 % enregistré en 1995-1996 à une estimation de 38,8 % en 2004-2005. Le gouvernement est résolu à maintenir ce ratio sur cette trajectoire descendante. Le ratio de la dette fédérale au PIB devrait passer à environ 30 % en 2009-2010. Le budget de 2005 a également confirmé l'objectif de ramener ce ratio à 25,0 % d'ici 2014-2015. Le tableau qui suit présente le cheminement historique et les projections du ratio de la dette fédérale au PIB. D'autres renseignements sur le rendement financier du gouvernement se trouvent dans le *Rapport financier annuel du gouvernement du Canada* (<http://www.fin.gc.ca/purl/afr-f.html>).

## Projections du ratio de la dette fédérale au PIB (déficit accumulé, selon les Comptes publics)



Le Comité d'examen des dépenses, un comité du Cabinet, a déterminé des économies cumulatives de près de 11 milliards de dollars sur les cinq prochaines années. Ces sommes sont réinvesties dans les principaux secteurs de responsabilité du gouvernement.

L'un des principaux défis associés au cadre de planification financière est qu'il doit fournir des prévisions économiques et financières exactes. À cette fin, le gouvernement a confié à un tiers l'examen de ses méthodes de prévisions économiques et financières. Le rapport, qui contiendra des recommandations, devrait être diffusé dans le public en juin 2005 (consulter [http://www.fin.gc.ca/toctf/2005/oneil\\_f.html](http://www.fin.gc.ca/toctf/2005/oneil_f.html)). Le Ministère fera tout en son pouvoir au cours des prochaines années pour mettre en œuvre les recommandations formulées dans le rapport,

## 2) Politique économique et fiscale

Ressources financières (en milliers de dollars)

Dépenses prévues	Autorisations	Dépenses réelles
13 957	15 288	15 576
Prévues	Réelles	Écart
129	129	—

Ressources humaines : ETP

L'activité de programme de la Politique économique et fiscale élabore le cadre financier du gouvernement et fournit des conseils à ce dernier pour assurer une croissance économique soutenue. Ainsi, le Canada se trouve dans la meilleure position qui soit pour profiter des occasions économiques qui se présentent au pays et à l'étranger.

Dans le cadre de la préparation de la mise à jour économique et financière de l'automne, le Ministère mène un sondage auprès de prévisionnistes du secteur privé et rencontre les économistes en chef des grandes banques à charte et de quatre importants cabinets de prévisionnistes du secteur privé afin de convenir d'un ensemble d'hypothèses économiques, qui contribuent à l'élaboration des projections financières quinquennales.

En vue de la préparation du budget, le Ministère met à jour les projections financières pour l'exercice en cours et chacun des cinq exercices suivants à partir des résultats du sondage le plus récent qu'il a mené auprès de 20 prévisionnistes du secteur privé.

### Résultats attendus

#### 1. Cadre de planification budgétaire guidé par la prudence

Le Ministère est résolu à gérer avec prudence les finances, ce qui comprend dégager des budgets équilibrés ou excédentaires, réduire le fardeau de la dette fédérale et accroître l'efficacité des dépenses. Ce résultat appuie la priorité du Ministère d'assurer une structure budgétaire durable. L'établissement d'un cadre financier prudent permet au gouvernement de réduire les sommes qu'il doit affecter au paiement des intérêts sur sa dette, ce qui dégage des ressources qui peuvent être consacrées aux priorités des Canadiens. Le Canada devient donc moins vulnérable aux chocs économiques externes qui entraînent des hausses de taux d'intérêt et jouit d'une plus grande marge de manœuvre pour composer avec les pressions inhérentes au vieillissement de la population.

Après avoir affiché un excédent de 9,1 milliards de dollars en 2003-2004, le gouvernement fédéral s'attend à dégager des budgets équilibrés ou excédentaires en 2004-2005 et pour chacun des cinq prochains exercices. Ainsi, le gouvernement du Canada aura affiché en 2004-2005 son huitième budget équilibré de suite, ce qui ne s'est pas produit depuis la Confédération.

autres vols internationaux. Ces réductions seront promulguées dans le projet de loi C-43, qui devrait recevoir la sanction royale en juin 2005. Les résultats du rapport de la vérification menée par la vérificatrice générale du Canada qui a été publié le 17 novembre 2004 ont été inclus dans l'examen. Le DSPTA sera examiné sur une période de cinq ans. Les prochains rapports de vérification de la vérificatrice générale du Canada continueront d'être pris en compte lors des examens.

## 8. Contribuer à la stratégie de mise en œuvre du gouvernement visant à respecter ses engagements dans le cadre du Protocole de Kyoto

L'amélioration et le maintien du niveau et de la qualité de vie au Canada dans une économie mondiale de plus en plus concurrentielle et intégrée demeurent l'un des objectifs principaux du Ministère.

Pour appuyer les objectifs du gouvernement en matière de changement climatique, le budget de 2005 a proposé d'accélérer encore plus le taux de la déduction pour amortissement (DPA), qui passe de 30,0 % à 50,0 % dans le cas de certain matériel de cogénération à haute efficacité et de la gamme complète du matériel de production d'énergie renouvelable faisant actuellement partie de la catégorie 43.1 de la DPA (ce qui comprend les éoliennes, les petites installations hydroélectriques, les systèmes de chauffage solaire actif, les systèmes photovoltaïques et le matériel utilisant de l'énergie géothermique). Le taux majoré s'appliquera au matériel acquis au cours des sept prochaines années. L'efficacité des mesures sera examinée à la fin de cette période.

Le budget de 2005 a également proposé d'élargir la gamme du matériel donnant droit à la catégorie 43.1 de la DPA pour englober certains systèmes énergétiques de quartier et de production de biogaz. Les dépenses admissibles de démarrage pour les projets utilisant ces technologies supplémentaires pourront être traitées comme des frais liés aux énergies renouvelables et à l'économie d'énergie au Canada.

Le budget a également annoncé que le nouveau taux accéléré de la DPA ne sera accordé que dans le cas des investissements dans la technologie verte.

Le budget de 2005 a précisé que les possibilités d'utiliser le régime fiscal pour l'avancement des objectifs environnementaux continueront de faire l'objet d'un examen actif. Le Plan budgétaire énonce un cadre devant faciliter le dialogue et favoriser une compréhension commune des considérations stratégiques qui pourraient être prises en compte lors de l'élaboration et de l'évaluation des propositions. Le gouvernement a également invité la Table ronde nationale sur l'environnement et l'économie à mener des consultations et à formuler des recommandations concernant des options relatives à un éco-incitatif à l'achat de véhicules, afin d'inciter les Canadiens à acquérir des véhicules moins énergivores.

Au cours de l'année, des représentants du Ministère ont également participé à des discussions sur le régime fiscal des transactions dans le cadre d'un système proposé d'échange d'émissions, qui est en voie d'élaboration pour réduire les émissions de gaz à effet de serre.

## 9. Des frontières plus sûres et plus efficaces

S'inscrivant dans l'objectif d'offrir un avantage mondial au Canada, le Droit pour la sécurité des passagers du transport aérien (DSPTA) vise à financer le coût de l'amélioration de la sécurité du transport aérien. Conformément à l'engagement que le gouvernement a pris de veiller à ce que le revenu produit par le DSPTA corresponde aux coûts du système amélioré, le budget de 2005 a présenté un examen du droit (<http://www.fin.gc.ca/budget05/bp/bpa7f.htm>) et proposé de le réduire comme suit, à compter du 1<sup>er</sup> mars 2005 : de 12 \$ à 10 \$ pour un aller-retour dans le cas des vols intérieurs; de 10 \$ à 8,50 \$ pour les vols transfrontaliers; et de 20 \$ à 17 \$ pour les

Le budget de 2005 a donné suite aux recommandations que le CCT a publiées dans son rapport de décembre 2004, qui est affiché à l'adresse <http://www.disabilitytax.ca/main-f.html>. Les propositions, dont la plupart sont entrées en vigueur pour l'année d'imposition 2005, comportent notamment les mesures suivantes :

- étendre l'admissibilité au CIPH aux personnes qui ont de multiples limitations ayant ensemble une incidence marquée sur leur quotidien;
- faire en sorte que davantage de personnes ayant besoin en permanence de soins thérapeutiques essentiels au maintien de fonctions vitales aient droit au CIPH;
- allonger la liste des dépenses donnant droit à la déduction pour mesures de soutien aux personnes handicapées, qui a été annoncée dans le budget de 2004;
- majorer le crédit maximal offert aux termes du supplément remboursable pour frais médicaux et le porter à 750 \$;
- majorer le montant maximal de la Prestation pour enfants handicapés et le porter à 2 000 \$ par enfant.

Ensemble, ces mesures et d'autres encore se traduiraient par des économies d'impôt pour les personnes handicapées et leurs aidants de 105,0 millions de dollars en 2005-2006, qui atteindraient 120,0 millions en 2009-2010.

En outre, le budget de 2005 propose de doubler le plafond des frais médicaux et des dépenses liées à une invalidité, que les aidants peuvent demander au nom des personnes à charge, pour le faire passer à 10 000 \$.

## ***7. Soutien des Canadiens pour qu'ils perfectionnent leurs compétences et leurs connaissances***

Pour assurer l'avantage social du Canada et réussir dans une économie du savoir, il importe de se doter de travailleurs très spécialisés et innovateurs.

Le projet de loi C-33, que la Chambre des communes a adopté en février 2005 et qui doit recevoir la sanction royale en mai 2005, modifie la *Loi de l'impôt sur le revenu* de sorte que les étudiants à temps partiel puissent demander le crédit d'impôt pour études à l'égard de cours se rapportant à leur emploi actuel lorsque les frais de scolarité ne sont pas remboursés par l'employeur. Ce changement est en vigueur pour les années d'imposition 2004 et suivantes.

Des fonctionnaires du ministère des Finances Canada ont travaillé en étroite collaboration avec des homologues de Ressources humaines et Développement des compétences Canada (RHDC) et du ministère de la Justice Canada pour rédiger le projet de loi C-5, qui a reçu la sanction royale en décembre 2004, et le règlement y afférent qui régira les programmes du Bon d'études canadien et de la Subvention canadienne pour l'épargne-études (SCFE) bonifiée. Ces deux programmes seront offerts par RHDC et deviendront opérationnels le 1<sup>er</sup> juillet 2005. Les droits au Bon d'études canadien ont commencé à s'accumuler depuis janvier 2004, et les cotisations admissibles faites à un régime enregistré d'épargne-études depuis janvier 2005 sont visées par la SCFE bonifiée.

## 5. Soutien accru des familles avec des enfants

En augmentant le soutien qu'il accorde aux familles avec des enfants, le Canada améliore son avantage sur le plan social. Par suite des changements instaurés en vertu du Plan quinquennal de réduction des impôts et du budget de 2003, la prestation annuelle maximale pour un premier enfant âgé de moins de 7 ans aux termes de la PFCE s'établit à 2 958 \$ depuis juillet 2004. D'autres majorations prévues par la loi du supplément de la PNE dans le cadre de la PFCE comprennent des hausses de 185 \$ par enfant en juillet 2005 et de 185 \$ par enfant en juillet 2006, ce qui s'ajoute aux hausses liées à l'indexation. Grâce à ces majorations, la prestation annuelle maximale pour un premier enfant de moins de 7 ans aux termes de la PFCE sera, en 2007, le double de ce qu'elle était en 1996. Ces bonifications du supplément de la PNE permettent aux provinces de remplacer les prestations de base pour enfants versées dans le cadre de l'aide sociale pour la plupart des enfants au Canada, ce qui aide les familles pauvres à faire leur entrée sur le marché du travail et à cesser de dépendre de l'aide sociale.

L'effet des investissements fédéraux sur les familles canadiennes à faible revenu ayant des enfants, jumelé aux mesures prises par les administrations provinciales et territoriales, est signalé chaque année dans le document fédéral-provincial-territorial intitulé *La Prestation nationale pour enfants : Rapport d'étape*, qui est affiché à l'adresse <http://www.nationalchildbenefit.ca/>.

## 6. Accroître l'équité fiscale pour les personnes handicapées

L'une des caractéristiques de l'avantage social du Canada est la manière dont le régime fiscal traite les personnes handicapées. Le crédit d'impôt pour personnes handicapées (CIPH) a fait l'objet d'une évaluation dont les résultats ont été publiés dans la publication *Dépenses fiscales et évaluations* 2004. Il est ressorti de cette évaluation que, selon les données, le CIPH atteint de fait la population ciblée, mais qu'il faut de meilleurs renseignements pour déterminer si le montant de la CIPH est satisfaisant.

Le budget de 2004 a donné suite à une proposition antérieure du Comité consultatif technique (CCT) sur les mesures fiscales pour les personnes handicapées afin de réduire les obstacles à l'emploi et à l'éducation en créant la déduction pour mesures de soutien aux personnes handicapées. En vertu de cette déduction, le revenu servant à payer les mesures de soutien pour les personnes handicapées relatives à l'emploi ou à l'éducation ne sera pas imposé et n'influera pas sur les prestations calculées en fonction du revenu.

Le budget de 2004 a également accru l'équité de l'impôt pour les aidants naturels en leur permettant de demander le remboursement d'une plus grande partie des frais médicaux et dépenses liés à l'invalidité qu'ils engagent au nom des personnes à charge.

Le projet de loi C-33, qui comprenait des changements de la *Loi de l'impôt sur le revenu* afin de mettre en œuvre ces mesures, devrait recevoir la sanction royale en mai 2005.

- Le taux s'appliquant aux pipelines de transport du pétrole et du gaz est passé de 4,0 % à 8,0 %, et un taux de la déduction pour amortissement de 15 % a été établi pour le matériel de compression et de pompage connexe.

Le budget de 2005 a également proposé d'élargir les mesures d'encouragement fiscal du programme de recherche scientifique et de développement expérimental (RS&DE) afin qu'elles englobent les dépenses subies pour l'exécution de la RS&DE après le 22 février 2005, dans la zone comprise à l'intérieur des 200 milles marins de la côte canadienne et au-delà de la zone économique exclusive traditionnelle du Canada, c'est-à-dire au-delà des 12 milles marins de la mer territoriale du Canada. Cette mesure peut également favoriser une croissance plus vigoureuse de la productivité. Le projet de loi C-43, qui a promulgué ces mesures, devrait recevoir la sanction royale en juin 2005.

Le budget de 2005 favorise également la croissance en proposant de permettre aux membres de coopératives agricoles de retarder le paiement de l'impôt sur les ristournes qu'ils reçoivent sous forme d'actions jusqu'à ce que ces actions soient cédées.

### **3. Soutenir le renouvellement continu du système canadien des soins de santé**

Un élément clé de l'avantage social du Canada est un système de soins de santé renforcé. Le budget de 2003 a annoncé l'examen du remboursement de la TPS et de la composante fédérale de la TVH au titre des soins de santé afin d'évaluer et d'améliorer son application aux fonctions des soins de santé qui ne sont plus offertes par les hôpitaux. Après de vastes consultations avec les administrations provinciales et territoriales, le gouvernement a proposé dans le budget de 2005 d'étendre l'application du remboursement de 83 % de la TPS/TVH aux installations de soins de santé à but non lucratif admissibles qui fournissent des services qui étaient auparavant offerts par les hôpitaux. Cette mesure, qui devrait recevoir la sanction royale en juin 2005, donnera lieu à un régime de remboursements qui influe moins sur les décisions que prennent les provinces de transférer des services traditionnellement offerts dans les hôpitaux et qui, par conséquent, appuie les efforts déployés par les provinces pour rationaliser la prestation de soins de santé par des installations à but non lucratif.

### **4. Soutien des collectivités**

Une infrastructure municipale améliorée contribue à l'avantage social du Canada. Pour veiller à l'atteinte des objectifs de doter les collectivités canadiennes d'un financement à long terme fiable et prévisible et pour accorder un soutien plus efficace aux programmes d'encouragement des priorités relatives à l'infrastructure et des priorités sociales dans les collectivités, les municipalités reçoivent depuis le 1<sup>er</sup> février 2004 le remboursement intégral de la TPS et de la composante fédérale de la TVH; avant cette date, le remboursement correspondait à 57,14 %. Le projet de loi de mise en œuvre du remboursement intégral de la TPS/TVH a été inclus dans la Loi d'exécution du budget de 2004. Lorsque cette loi a été promulguée en mai 2004, les montants correspondant au remboursement majoré ont pu être versés aux municipalités.

Le projet de loi C-33 — qui comprenait les changements de la Loi de l'impôt sur le revenu pour améliorer la réglementation régissant les organismes de charité enregistrés grâce à un nouveau régime de conformité, un régime d'appel plus accessible et des renseignements plus transparents et plus faciles d'accès — devrait recevoir la sanction royale en mai 2005.

2011	2010	2009	2008	2007	2006	2005
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(en dollars)

RPA à cotisations déterminées  
(plafond des cotisations annuelles)

Budget de 2003	18 000	indexé	20 000	21 000	22 000	indexé
Budget de 2005	18 000	19 000	20 000	21 000	22 000	indexé

## RPA à prestations déterminées

(prestation de pension maximale par année de service)

Budget de 2003	2 000	indexé	2 111	2 222	2 333	2 444	indexé
Budget de 2005	2 000	2 111	2 222	2 333	2 444	indexé	

## REER

(plafond des cotisations annuelles)

Budget de 2003	16 500	18 000	indexé	19 000	20 000	21 000	22 000	indexé
Budget de 2005	16 500	18 000	19 000	20 000	21 000	22 000	indexé	

Nota : Le plafond du RPA est fondé sur les gains de l'année courante, tandis que celui du REER est fondé sur les gains de l'année précédente. Par conséquent, le plafond du REER accuse un retard d'un an par rapport au plafond correspondant du RPA.

Le projet de loi C-33, que la Chambre des communes a adopté en février 2005 et qui devrait recevoir la sanction royale en mai 2005, modifie la *Loi de l'impôt sur le revenu* afin d'autoriser les étudiants à temps partiel à demander le crédit pour études à l'égard de cours qui se rapportent à leur emploi courant lorsque les frais de scolarité ne sont pas remboursés par l'employeur. Ce changement est en vigueur pour l'année d'imposition 2004 et les années suivantes. En outre, des fonctionnaires du Ministère ont travaillé en étroite collaboration avec des fonctionnaires de Ressources humaines et Développement des compétences Canada (RHDC) et le ministre de la Justice Canada pour rédiger le projet de loi C-5, qui a instauré le Bon d'études canadien et la Subvention canadienne pour l'épargne-études bonifiée, deux programmes offerts par RHDC.

Le projet de loi C-5 a reçu la sanction royale en décembre 2004.

Le budget de 2005 a proposé de nombreux changements à l'impôt des sociétés qui favorisent la création d'emploi, la croissance, l'esprit d'entreprise et l'innovation. Outre la réduction du taux général d'imposition des sociétés qui passera de 21,0 % à 19,0 % en 2010 et l'élimination de la surtaxe des sociétés en 2008 qui ont déjà été décrites ci-dessus, le budget a proposé des modifications pour faire concorder les taux de la déduction pour amortissement avec la durée de vie utile des biens.

- Le taux s'appliquant aux turbines à combustion servant à produire de l'électricité a été porté de 8,0 % à 15,0 %.
- Le taux s'appliquant au matériel de transmission et de distribution de l'électricité a été porté de 4,0 % à 8,0 %.
- Le taux s'appliquant aux câbles des infrastructures de télécommunications est passé de 5,0 % à 12,0 %.

## **2. Un régime fiscal qui favorise la création d'emploi, la croissance, l'esprit d'entreprise et l'innovation**

Une composante essentielle du maintien de l'avantage économique du Canada est l'application d'un régime fiscal qui favorise la création d'emploi, la croissance, l'esprit d'entreprise et l'innovation. Plusieurs améliorations à ce chapitre ont été apportées au régime fiscal.

### *Mise en œuvre de mesures annoncées précédemment*

Plusieurs des mesures du budget de 2003 et du budget de 2004 ont été instaurées en 2004-2005. À titre d'exemple, le budget de 2003 avait annoncé d'autres mesures de soutien aux petites entreprises par l'entremise d'une hausse graduelle du montant de revenu admissible à la déduction accordée aux petites entreprises qui le ferait passer de 200 000 \$ à 300 000 \$. Le budget de 2003 a également annoncé l'élimination graduelle de l'impôt fédéral sur le capital, de sorte qu'il ne s'applique plus aux petites et moyennes entreprises en 2004 et à l'ensemble des entreprises en 2008. En outre, le budget de 2004 a accéléré l'augmentation de la déduction accordée aux petites entreprises qui avait été annoncée dans le budget de 2003.

### *Nouvelles mesures en 2004-2005*

Pour satisfaire davantage aux besoins d'épargne-retraite des Canadiens, pour aider les employeurs à offrir un régime de rémunération concurrentiel capable d'attirer et de maintenir en poste des employés spécialisés et pour améliorer le régime fiscal appliqué à l'épargne à l'appui de l'investissement, de la productivité et de la croissance économique, le budget de 2003 a relevé graduellement le plafond des cotisations annuelles à un RPA et à un REER afin qu'il atteigne 18 000 \$ respectivement en 2005 et en 2006, et appliqué des majorations correspondantes au plafond des prestations par année de service dans le cas des RPA à prestations déterminées, qui passe à 2 000 \$ en 2005.

Le budget de 2005 a proposé d'autres relèvements du plafond des cotisations à un RPA et à un REER. Ainsi, le plafond visant un REER atteindra 22 000 \$ en 2010, et des hausses correspondantes seront appliquées au plafond visant un RPA. Ces nouveaux plafonds, qui sont reproduits au tableau suivant, seront indexés selon la croissance du salaire moyen pour les exercices ultérieurs.

Outre les taux d'imposition concurrentiels prévus par la loi, d'autres aspects de la structure fiscale influent sur l'apport du régime fiscal à la croissance de la productivité et à l'amélioration du niveau de vie. C'est pourquoi le budget de 2005 a proposé de modifier les taux de la déduction pour amortissement afin qu'ils tiennent mieux compte de la durée de vie utile. Ces changements sont décrits en détail à la rubrique du deuxième résultat attendu « Un régime fiscal qui favorise la création d'emploi, la croissance, l'esprit d'entreprise et l'innovation ».

Le Ministère a continué d'examiner, d'améliorer et d'élargir le réseau des conventions fiscales conformément à son objectif de promouvoir un régime fiscal équitable et concurrentiel. Ainsi, le projet de loi S-17 — qui a mis en œuvre des accords, conventions et protocoles entre le Canada et le Gabon, l'Irlande, l'Arménie, l'Oman et l'Azerbaïdjan — a été déposé en première lecture en octobre 2004, puis a reçu la sanction royale en mars 2005.

Comme prévu, le Ministère a pris des mesures pour négocier des ententes de partage de renseignements fiscaux avec certaines administrations. Après avoir consulté l'Agence du revenu du Canada, il a dressé la liste des administrations prioritaires et est entré en communication avec elles. L'une d'entre elles a manifesté un intérêt sérieux, et des négociations devraient s'amorcer sous peu à une date que les deux parties jugeront convenable. Entre-temps, le Ministère poursuivra ses démarches auprès des autres administrations prioritaires.

Pour accroître l'efficacité du régime fiscal, le Ministère a tenté de renouveler les accords de perception fiscale entre le gouvernement fédéral et les provinces et territoires participants. Au 31 mars 2005, 9 des 12 accords avaient été conclus. De plus, un accord de mise en œuvre d'une seule administration de l'impôt fédéral et ontarien des sociétés sera conclu dans les plus brefs délais.

Dans cette même foulée, le Ministère a négocié avec des collectivités des Premières nations afin de conclure des accords d'administration et de partage de l'impôt. Ainsi, huit collectivités des Premières nations autonomes du Yukon ont commencé à prélever un impôt sur le revenu des particuliers auprès de tous les résidents de leurs terres visées par règlement par suite de la négociation d'un accord d'administration et de partage de l'impôt sur le revenu des particuliers avec le Canada. Un neuvième accord a été négocié en 2004.

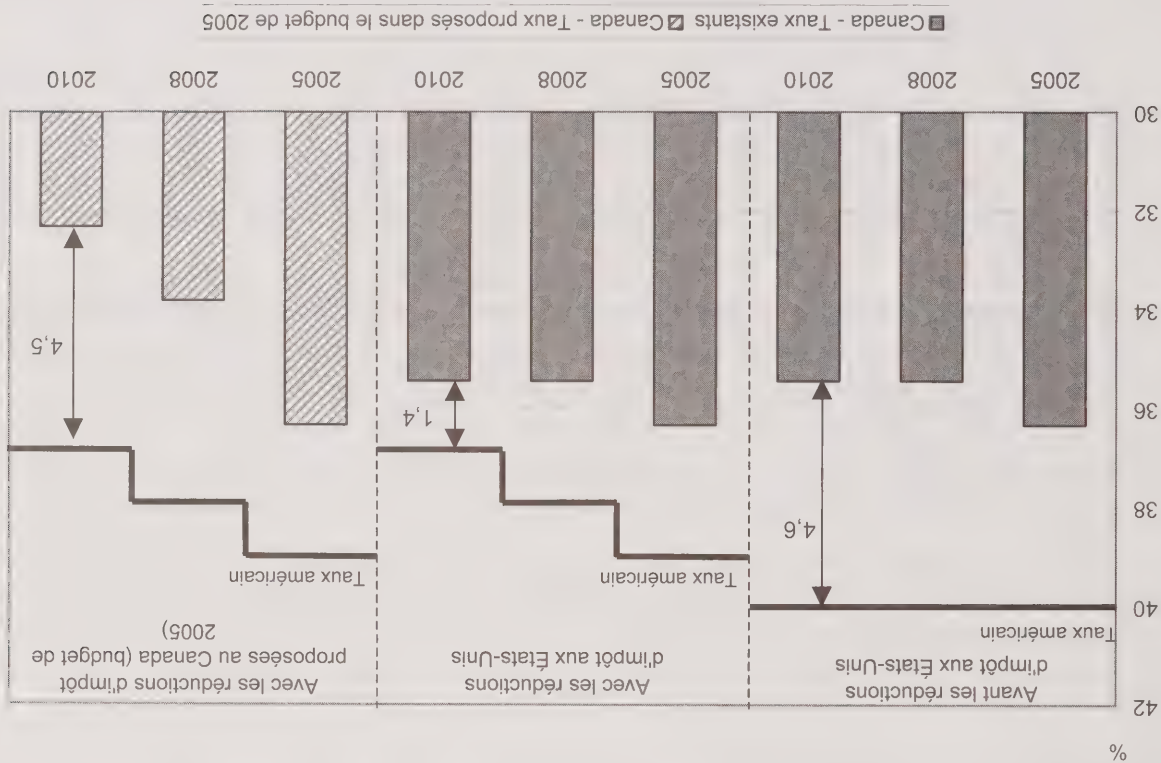
De même, le Ministère a négocié des accords relatifs à la taxe de vente avec des collectivités des Premières nations. Le 1<sup>er</sup> juillet 2004, le Canada a conclu de tels accords qui ont permis à neuf collectivités des Premières nations autonomes du Yukon de prélever une taxe sur les produits et services qui s'appliquera à tous les produits et services assujettis à la TPS sur leurs terres visées par règlement.

En parallèle avec ces initiatives, le Ministère a facilité des ententes fiscales entre des administrations provinciales et des collectivités des Premières nations. Le Parlement a promulgué des lois pour faciliter la conclusion d'ententes relatives à la taxe de vente entre le gouvernement du Québec et les bandes indiennes intéressées habitant au Québec.

accordé aux véhicules d'intervention d'urgence de la police et des pompiers lorsqu'il s'agit de déterminer l'avantage imposable accordé aux employés pour l'utilisation du véhicule pour la conduite à des fins personnelles.

Le Plan quinquennal de réduction des impôts a également établi un avantage au chapitre du taux d'imposition des sociétés canadiennes aux fins de l'investissement pour stimuler la productivité et la croissance économique. Or, l'avantage du Canada pourrait être passablement réduit en raison des récentes réductions législatives de l'impôt des sociétés aux États-Unis. Pour conserver cet avantage, le budget de 2005 a proposé de réduire le taux général d'imposition des sociétés, le ramenant de 21,0 % à 19,0 % d'ici 2010 et d'éliminer la surtaxe des sociétés en 2008, ce qui correspond à une réduction de 1,12 point de pourcentage du taux d'imposition des sociétés. Bien que ces propositions n'aient pas été instaurées intégralement dans la *Loi d'exécution du budget de 2005*, le gouvernement a fait connaître son intention de déposer un projet de loi pour mettre en œuvre cette mesure.

**Tableau 1 : Taux d'imposition des sociétés au Canada et aux États-Unis — Revenu de fabrication<sup>2</sup>**



2. Taux moyen combiné d'imposition du revenu de fabrication fédéral-provincial et fédéral-États, y compris équivalents de l'impôt sur le capital. Le taux fédéral d'imposition au Canada du revenu de fabrication et de transformation est le même que le taux général, tandis que certaines provinces ont réduit leur taux d'imposition de ce revenu. Les taux ne comprennent pas les changements que les provinces ont apportés dans leur budget de 2005.

Prestation fiscale canadienne pour enfants (PFCPE) commençait à diminuer était majoré et passait à 35 000 \$. Le taux d'élimination de la prestation de base de la PFCPE a été ramené de 5 % à 4 % (de 2,5 % à 2 % pour les familles avec un enfant).

En 2004-2005, sous l'effet jumelé du Plan quinquennal de réduction des impôts et du budget de 2003, l'impôt fédéral sur le revenu des particuliers a été réduit de plus de 21 % en moyenne et de plus de 27 % dans le cas des familles ayant des enfants.

Plus précisément, l'effet des mesures prises depuis 2000 concernant l'impôt net payé par des familles types se résume comme suit :

- Une famille type de quatre personnes à deux revenus totalisant 60 000 \$ verse 1 984 \$ de moins en impôt fédéral net sur le revenu, d'où une économie d'environ 35 %.
- Une famille type de quatre personnes à un revenu de 40 000 \$ verse 2 003 \$ de moins en impôt fédéral net sur le revenu, d'où une économie d'environ 60 %.
- Une famille monoparentale type comptant un enfant et un revenu de 25 000 \$ obtient des prestations nettes supplémentaires de 1 139 \$.

Dans le numéro le plus récent de sa publication intitulée *Statistiques des recettes publiques* (2004), l'OCDE indique que le fardeau de l'impôt sur le revenu des particuliers au Canada

(mesuré en pourcentage du PIB) est passé de 13,1 % en 2000 à 11,9 % en 2002. Ce recul témoigne, en partie, de l'effet de l'allègement du taux d'imposition des particuliers mis en place dans le Plan quinquennal de réduction des impôts.

### *Nouvelles mesures en 2004-2005*

Le budget de 2005, qui a été déposé à la Chambre des communes le 23 février 2005, a proposé d'autres mesures d'allègement de l'impôt à l'intention des particuliers, la plupart des avantages étant conférés aux Canadiens à revenu faible ou modeste.

D'ici 2009, tous les contribuables canadiens pourront gagner jusqu'à 10 000 \$ en franchise

d'impôt fédéral sur le revenu; cette mesure commencera à s'appliquer graduellement en 2006. Ainsi, environ 860 000 contribuables seront éliminés du rôle d'imposition, dont près de

240 000 aînés. En outre, plus de 70 % de l'allègement fiscal sera consenti aux contribuables touchant moins de 60 000 \$ par année. Le budget de 2005 soutient également l'épargne et

l'investissement en relevant le plafond des cotisations annuelles à un régime enregistré

d'épargne-retraite (REER) pour le porter à 22 000 \$ en 2010 et en apportant des majorations

correspondantes au plafond des régimes de pension agréés (RPA) parraînés par les employeurs. Ces changements sont décrits en détail à la rubrique du deuxième résultat attendu, « Un régime

fiscal qui favorise la création d'emploi, la croissance, l'esprit d'entreprise et l'innovation ».

Le budget de 2005 rend le régime fiscal plus équitable, notamment en améliorant l'aide fiscale

accordée aux personnes handicapées. Il donne suite aux recommandations formulées par le

Comité consultatif technique (CCT) sur les mesures fiscales pour les personnes handicapées. Ces changements sont décrits à la rubrique du sixième résultat attendu « Accroître l'équité fiscale

pour les personnes handicapées ». En outre, le budget de 2005 a proposé de réserver aux

véhicules de secours médical d'urgence clairement identifiés le même traitement que celui

## Activités de programme

### 1) Politique de l'impôt

Ressources financières (en milliers de dollars)

Dépenses prévues	Autorisations	Dépenses réelles
29 722	32 445	31 893

Ressources humaines : ETP

Prévues	Réelles	Écart
270	256	14

L'activité de programme de la Politique de l'impôt met au point et évalue des politiques et lois fiscales fédérales concernant l'impôt sur le revenu, la taxe de vente et la taxe d'accise. La Direction de la politique de l'impôt coopère étroitement avec l'Agence du revenu du Canada, qui est chargée d'administrer les taxes et impôts fédéraux, ainsi qu'avec l'Agence des services frontaliers du Canada. Elle collabore également de près avec d'autres ministères dont les programmes et les politiques contribuent au bien-être économique et social du Canada (p. ex. Ressources humaines et Développement des compétences Canada, Développement social Canada, Industrie Canada, Ressources naturelles Canada, Santé Canada, Patrimoine canadien et le ministère de la Justice Canada). De plus, les fonctionnaires de cette direction travaillent en étroite collaboration avec leurs homologues provinciaux et territoriaux.

### Résultats attendus

#### 1. Un régime fiscal juste, efficace et concurrentiel

Un régime fiscal juste, efficace et concurrentiel permet d'accroître la productivité et la compétitivité du Canada, ce qui contribue à l'atteinte de l'objectif que le Ministère s'est fixé de créer un avantage financier pour le Canada.

En 2004-2005, le Ministère a mis en œuvre certaines mesures en vue d'atteindre cet objectif, notamment des mesures annoncées dans le budget de 2000, dans l'*Énoncé économique et mise à jour budgétaire* de 2000, dans le budget de 2003 et dans le budget de 2004, qui devaient entrer en vigueur en 2004-2005, de même que de nouvelles mesures annoncées dans le budget de 2005.

#### Mise en œuvre des mesures annoncées précédemment

Le Plan quinquennal de réduction des impôts de 100 milliards de dollars annoncé en 2000 et les budgets suivants ont prévu de nombreuses mesures pour accroître l'équité, l'efficacité et la compétitivité du régime fiscal.

Par exemple, pour 2004, les seuils des paliers d'imposition ont été haussés pour passer respectivement à 35 000 \$, à 70 000 \$ et à 113 804 \$; ces montants étaient supérieurs à ceux exigés par l'indexation. En outre, le 1<sup>er</sup> juillet 2004, tel qu'il a été établi dans le Plan quinquennal de réduction des impôts, le seuil de revenu à partir duquel la Prestation nationale pour enfants (PNE) cessait complètement de s'appliquer et au-delà duquel la prestation de base de la

<p><b>RÉSULTAT STRATÉGIQUE</b></p> <p>Créer un avantage financier, économique, social et mondial pour le Canada</p>	<ul style="list-style-type: none"><li>• Le Canada est à même de saisir les occasions économiques au pays et à l'étranger grâce à un contexte fiscal et macroéconomique concurrentiel, à l'innovation et au capital financier et humain</li><li>• Les Canadiens ont les compétences et les connaissances requises dans le contexte de l'économie du savoir</li><li>• Les principaux programmes sociaux et les valeurs qu'ils incarnent contribuent à soutenir la société canadienne et accentuent notre avantage économique</li><li>• Les intérêts du Canada en matière de commerce et d'investissement sont défendus à l'échelle internationale</li><li>• Le Canada est en mesure de tirer profit de la stabilité du milieu économique et financier à l'échelle mondiale et de la réduction de la pauvreté mondiale grâce à ces interventions multilatérales efficaces</li></ul>
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	<ul style="list-style-type: none"><li>• Communiqués et accords internationaux en matière de politiques économiques et financières</li><li>• Négociations et consultations menées de manière équitable, ouverte et transparente</li><li>• Paiements aux provinces et aux territoires</li><li>• Le budget fédéral annuel et les mises à jour économiques et financières</li><li>• Exécution transparente et efficace des programmes d'emprunts</li><li>• Lois, règlements et documents économiques</li></ul>
<p>RÉSULTATS IMMÉDIATS</p> <p>Le rôle du Ministère est appuyé et maintenu</p>	<ul style="list-style-type: none"><li>• Les clients et les intervenants estiment que l'information et les conseils sont pertinents et utiles</li><li>• Les dossiers d'envergure nationale ou internationale sont défendus à la lumière des opinions et des recommandations avancées</li></ul>
<p>RÉSULTATS INTERMÉDIAIRES</p> <p>Le climat financier et économique est meilleur</p>	<ul style="list-style-type: none"><li>• Réduction de la dette nationale et des frais de la dette</li><li>• Maintien de l'inflation à un bas niveau</li><li>• Régime fiscal plus juste, plus efficace et plus concurrentiel</li><li>• Modification de la structure cible des emprunts pour réduire les frais de la dette à l'avenir et rajustement des programmes d'emprunt pour maintenir le bon fonctionnement des marchés</li><li>• Accroissement des activités de recherche et de développement</li><li>• Concurrence accrue dans le secteur financier</li><li>• Efficacité des mesures de lutte contre le recyclage des produits de la criminalité et le financement des activités terroristes</li><li>• Progrès des réformes économiques et financières à l'échelle internationale</li><li>• Bon fonctionnement des marchés financiers</li><li>• Efficacité des paiements de transfert aux provinces et aux territoires</li><li>• Aide accrue aux Canadiens au titre du perfectionnement de leurs compétences</li><li>• Meilleure compréhension à l'étranger des intérêts canadiens sur les plans du commerce et de l'investissement</li><li>• Efforts accrus pour favoriser le développement durable</li></ul>

## Section II — Analyse du rendement par résultat stratégique

### Résultat stratégique

Créer un avantage financier, économique, social et mondial pour le Canada en élaborant des politiques appropriées et en prodiguant des conseils judicieux concernant la situation économique, sociale et financière ainsi que le programme d'action global du gouvernement.

Le Ministère continue de s'employer à maintenir une approche équilibrée qui assurera une structure budgétaire durable, accroîtra la productivité, la compétitivité et le dynamisme du Canada et soutiendra la société canadienne. Cette approche a procuré des avantages réels aux Canadiens : le Canada dispose d'une économie vigoureuse, dynamique et croissante, qui est chef de file parmi les grands pays industrialisés. Elle a permis au gouvernement de progresser véritablement au chapitre de la création d'un environnement qui favorise la croissance de la productivité grâce à des réductions de l'impôt des sociétés, à des investissements dans l'infrastructure et à la formation en vue de l'acquisition de compétences, ainsi qu'à la création de l'un des régimes fiscaux le plus généreux du monde à l'appui de la recherche-développement. Ces initiatives permettront au Canada de participer activement dans le marché mondial de plus en plus concurrentiel.

### Mesure du rendement et cadre rédactionnel

Le tableau qui suit établit un lien entre les résultats du Ministère (c.-à-d. les biens et services qu'il produit) et ses résultats stratégiques. Il montre le résultat concret des efforts déployés par le Ministère au profit des Canadiens. Vous trouverez dans la section sur les activités de programme qui suit des renseignements plus détaillés au sujet du rendement du Ministère à l'égard de chacun des résultats stratégiques visés.

ACTIVITÉS	Comment le Ministère exerce ses fonctions
• Politique de l'impôt • Politique économique et fiscale • Politique du secteur financier • Développement économique et finances intégrées • Relations fédérales-provinciales et politique sociale • Finances et échanges internationaux • Dette publique • Monnaie canadienne • Paiements de transfert aux provinces et aux territoires • Organisations financières internationales	• Information et conseils à l'appui du cadre financier, produits selon des normes professionnelles et des systèmes de gestion de la qualité (p. ex. la <i>Revue financière</i> et les rapports financiers annuels du gouvernement du Canada)
EXTRANTS	Les biens et les services produits par le Ministère

Activités de programme (en milliers de dollars)											
Secteurs d'activité	Politique de l'impôt	Politiques économiques et fiscale	Politique du secteur financier	Développement économique et finances intégrées	Relations fédérales-provinciales et politique sociale	Finances et échanges internationaux	Dette publique	Monnaie canadienne	Paiements de transfert aux provinces et aux territoires	Organisations financières internationales	Total
Projets spéciaux											
Budget principal des dépenses											
Dépenses prévues		74 572									74 572
Total des autorisations		6 000									6 000
Dépenses réelles											
TOTAL											
Budget principal des dépenses	29 722	13 957	13 837	7 854	10 195	14 452	36 200 000	48 000	31 555 000	1 248 895	69 141 912
Dépenses prévues	29 722	13 957	13 837	7 854	10 195	14 452	35 517 000	64 600	30 600 000	1 248 895	67 403 512
Total des autorisations	32 445	15 288	89 905	13 981	11 151	15 748	33 869 946	63 993	37 779 444	2 316 524	74 208 424
Dépenses réelles	31 893	15 576	20 725	12 096	11 394	14 394	33 869 946	63 993	37 746 615	1 454 058	73 241 234

[illegible]

outre, il participe à un certain nombre de réunions internationales qui servent de tribune, où s'échangent des points de vue et des idées, dans le but de dégager des consensus au sujet de mesures pouvant renforcer la croissance économique mondiale, favoriser la stabilité financière et réduire la pauvreté.

## Risque interne

La Division de la vérification interne et de l'évaluation a mis au point un plan de vérification interne qui traite de tous les secteurs présentant un risque élevé et une importance particulière. Les vérifications sont choisies en fonction de leur rapport avec les risques et expositions éventuels qui ont été cernés dans l'évaluation du risque et confirmés par des entrevues avec des membres du Comité de la vérification interne et de l'évaluation. Le plan de vérification interne axé sur le risque est ensuite approuvé par ce Comité.

Le plan de vérification interne axé sur le risque assure le bon dosage de vérifications qui fournit à la direction du Ministère une évaluation objective de la conception et du fonctionnement des pratiques de gestion, des systèmes de contrôle et des renseignements, le tout conformément au programme d'amélioration permanente de la gestion et de la reddition de comptes.

Veuillez vous reporter au tableau 12, intitulé « Réponse aux comités parlementaires, aux vérifications et aux évaluations en 2004-2005 ».

## Tableau de concordance entre les secteurs d'activité et l'Architecture des activités de programme du ministère des Finances Canada

Dans son *Rapport sur les plans et les priorités de 2004-2005*, le ministère des Finances Canada a présenté ses renseignements aux fins de la planification en se servant des secteurs d'activité fondés sur la Structure de planification, de rapport et de responsabilisation (SPRR). Au printemps 2004, le Secrétariat du Conseil du Trésor du Canada a amorcé un processus de modernisation de sa gestion des dépenses publiques par l'entremise de la Structure de gestion des ressources et des résultats (SGRR). Dans le cadre de cette structure, on a abandonné l'ancienne structure des secteurs d'activité pour l'affichage et la présentation des renseignements en faveur de l'Architecture des activités de programme (AAP). Puisque le ministère des Finances Canada a réalisé des progrès en matière de gestion et de présentation de rapports en fonction de l'AAP, cette nouvelle structure est utilisée pour faire état du rendement dans le présent rapport. Le tableau qui suit présente la concordance entre les anciens secteurs d'activité et la nouvelle AAP pour expliquer les changements qui ont été apportés à la structure de présentation des rapports du Ministère.

banques, des courtiers en valeurs mobilières et des investisseurs, pour s'acquitter de sa responsabilité de gérer la dette publique et les réserves internationales.

**La collectivité économique et financière internationale** — Le Ministère joue un rôle de premier plan dans la gestion des activités du pays qui se rapportent à des organisations commerciales, financières et économiques sur la scène internationale, comme la Banque mondiale, l'Organisation mondiale du commerce (OMC), le Fonds monétaire international (FMI), l'Organisation de coopération et de développement économiques (OCDE), le Groupe d'action financière sur le blanchiment de capitaux (GAFI) et le Forum sur la stabilité financière. Le Canada est également membre du G7 et du G20.

**Le gouvernement, le Cabinet et le Conseil du Trésor** — Le Ministère fournit des analyses, des conseils et des recommandations touchant les affaires économiques et financières du Canada. Il lui incombe également de fournir des directives au sujet de la rédaction des lois dans ces domaines.

**Le Parlement et les comités parlementaires** — En sa qualité de principale source de projets de loi touchant la fiscalité et les finances, le Ministère fournit des conseils à mesure que les projets de loi franchissent le processus parlementaire.

**Le grand public et les groupes d'intérêts au Canada** — Le Ministère fournit un vaste éventail de renseignements au grand public sur des affaires économiques, financières et fiscales. En outre, il mène des consultations qui permettent aux Canadiens de participer à un processus de consultation plus ouvert et à large assise.

**La collectivité commerciale internationale** — Le Ministère assume un rôle important dans la négociation des accords commerciaux du Canada avec d'autres pays et veille à ce que ces accords servent les intérêts du Canada.

## Gestion du risque

### Risque externe

Le Ministère exerce de nombreuses fonctions et agit dans un large éventail de dossiers relatifs à la formulation et à la mise en œuvre de la politique économique, sociale et de sécurité de la nation. Ses activités s'inscrivent dans la perspective d'une économie mondiale dynamisée par la technologie et en rapide évolution. Le Ministère est conscient qu'il doit exercer ses activités dans le cadre d'une économie qui tisse des liens de plus en plus nombreux avec le marché sur la scène mondiale. Des événements qui surviennent loin des rives du Canada peuvent avoir une forte incidence, tant positive que négative, sur l'économie canadienne. Le Ministère doit également gérer les risques financiers associés aux actifs et aux passifs financiers du gouvernement (p. ex. la dette publique). Il doit donc être prêt à intervenir pour donner suite aux faits nouveaux sur le plan économique et financier en prenant des mesures rapides et décisives afin d'en atténuer, le cas échéant, les effets sur le cadre économique et financier du Canada.

Il tient des consultations exhaustives, non seulement avec l'administration fédérale, mais également avec les administrations provinciales, le secteur privé et le grand public canadien. En

Le Canada a continué d'être dans le peloton de tête en matière d'allègement du fardeau de la dette des pays pauvres, contribuant ainsi à leur croissance et à leur développement. En février 2005, le Ministère a décrit une nouvelle initiative d'allègement de la dette visant les pays les plus pauvres de la planète.

En ce qui a trait au renforcement du commerce international, le Ministère, de concert avec d'autres ministères visés, plus particulièrement Commerce international Canada, a continué de participer aux efforts déployés au cours du dernier exercice pour faire progresser les intérêts du Canada dans un certain nombre d'initiatives commerciales. Le Canada s'est fixé pour objectif de fournir aux exportateurs canadiens un accès plus sûr aux marchés étrangers, dont celui des États-Unis, sans pour autant miner l'efficacité des recours commerciaux qui protègent les producteurs canadiens des effets dommageables des pratiques commerciales déloyales.

## Conclusion

Le Ministère continue de promouvoir de bonnes politiques publiques qui accroissent le bien-être des Canadiens. Son plan économique et financier continue d'assurer la plus grande croissance qui soit tout en offrant des chances égales à tous les Canadiens et Canadiennes.

Le plan est entièrement conforme au programme global du gouvernement qui est décrit dans la publication intitulée *Le rendement du Canada 2004* — un programme qui vise à créer un avantage financier, social et mondial pour le Canada. Le rendement du Canada est réputé figurer parmi les meilleurs de ceux des pays du G7. À titre d'exemple, depuis que le gouvernement fédéral a équilibré le budget en 1997-1998, le Canada s'est trouvé au premier rang parmi ces pays industrialisés au chapitre de la création d'emploi et de la croissance du niveau de vie par habitant. Les progrès que le Canada a affichés récemment sur le plan économique montrent qu'il est sur la bonne voie.

## Principaux partenaires et clients

Un volet important des travaux effectués par le Ministère passe par une consultation et une collaboration avec des partenaires des secteurs public et privé. Parmi ses principaux partenaires et clients, mentionnons :

**Les ministères, les organismes et les sociétés d'État** — Le Ministère contribue activement à coordonner les initiatives auprès des autres ministères et organismes fédéraux qui influent sur l'économie, le secteur financier, les marchés financiers et le régime fiscal.

**Les administrations provinciales et territoriales** — Le Ministère consulte les provinces et les territoires au sujet des transferts fédéraux comme le Transfert canadien pour la santé, le Transfert canadien en matière de programmes sociaux, le Transfert visant la réforme des soins de santé, ainsi que la péréquation et la FFT.

**Les intervenants sur le marché financier** — Le Ministère traite de questions touchant les institutions financières fédérales. Il élabore les règles et règlements qui régissent ces institutions pour qu'elles demeurent sûres et répondent aux besoins des consommateurs. Le Ministère traite également en permanence avec un éventail d'intervenants sur le marché, notamment des

Grâce à la péréquation et à la formule de financement des territoires (FFT), le gouvernement du Canada fournit de l'aide aux provinces admissibles et aux trois territoires, qu'ils peuvent appliquer à leurs principales priorités, dont l'avancement de la santé et des soins de santé de la population canadienne. Le 26 octobre 2004, le gouvernement du Canada annonçait un nouveau cadre de la péréquation et de la FFT, qui avait d'abord été présenté aux premiers ministres provinciaux et aux dirigeants territoriaux lors de la réunion des premiers ministres tenue en septembre 2004. En vertu du nouveau cadre — qui couvre les dix prochaines années et fera l'objet d'un examen en 2009-2010 — 33,0 milliards de dollars supplémentaires seront remis aux provinces et aux territoires au titre de la péréquation et de la FFT par rapport aux niveaux de 2004-2005. Le Ministère continue de gérer avec efficacité et exactitude les programmes de paiements de transfert grâce au nouveau cadre.

Le Nouveau pacte pour les villes et les collectivités du gouvernement vise à fournir aux municipalités un financement à long terme fiable et prévisible. Un des principaux objectifs du Ministère en 2004-2005 au chapitre du Nouveau pacte a été d'élaborer un cadre de partage des revenus provenant de la taxe fédérale sur l'essence à l'appui d'une infrastructure durable et respectueuse de l'environnement. Les discussions interministérielles sur l'élaboration d'un tel cadre ont abouti à des recommandations relatives à des mesures qui ont été incluses dans le budget de 2005. Ainsi, au cours des cinq prochaines années, les villes et collectivités recevront 5,0 milliards de dollars supplémentaires qu'elles pourront consacrer à leur infrastructure.

Le gouvernement du Canada, dans le cadre de partenariats avec les administrations provinciales et territoriales, a tracé une vision à long terme pour le soutien des enfants du Canada qui vise des objectifs mesurables fondés sur des principes communs. Un des principaux volets de cette vision est l'engagement pris par le gouvernement d'élaborer une initiative pour l'apprentissage et la garde des jeunes enfants. Unissant principalement ses efforts à ceux de Développement social Canada et d'autres organismes centraux, le Ministère a contribué à l'inclusion de cet engagement dans le budget de 2005.

## **Favoriser une croissance économique vigoureuse et durable sur la scène mondiale**

Le Ministère est déterminé à appuyer l'objectif du gouvernement de créer un environnement propre qui contribue à une croissance économique soutenue. À cette fin, il évalue l'incidence sur le plan économique et financier des choix stratégiques à faire dans le domaine de l'environnement, qui ont été élaborés par les ministères responsables et qui aident le Canada à respecter ses engagements en matière d'environnement. Un des principaux engagements à l'échelle mondiale est le respect des obligations en vertu du Protocole de Kyoto se rapportant à la réduction du niveau des émissions de gaz à effet de serre au Canada.

Le Canada unit ses efforts à ceux de la collectivité internationale pour atteindre les Objectifs du Millénaire pour le développement, dont la réduction de moitié de la pauvreté d'ici 2015. Grâce aux 3,4 milliards de dollars additionnels au titre de l'aide internationale au cours des cinq prochaines années qui sont prévus au budget de 2005, le Canada est sur la voie d'atteindre son objectif de doubler d'ici 2010 son budget de l'aide internationale par rapport aux niveaux de 2001.

## Accroître la productivité, la compétitivité et le dynamisme du Canada

Dans l'économie mondiale d'aujourd'hui, il est essentiel de se doter d'un régime fiscal concurrentiel pour favoriser l'investissement des entreprises au Canada. L'injection de nouveaux capitaux augmente la productivité, ce qui en retour alimente la croissance économique et conduit à une hausse des salaires et du niveau de vie.

Le budget de 2005 a proposé de nombreux changements au régime fiscal des sociétés qui favorisent la création d'emploi, la croissance, l'esprit d'entreprise et l'innovation. La réduction du taux général d'imposition des sociétés et l'élimination de la surtaxe des sociétés contribueront, lorsqu'elles auront été instaurées, à créer un régime d'imposition des sociétés qui favorise l'investissement, ce qui donne lieu à la croissance économique et à la création d'emploi.

Le Canada est généralement reconnu comme disposant de l'un des secteurs financiers les plus sûrs et les plus solides du monde entier. Pour que le Canada puisse conserver cet avantage, le ministère des Finances Canada déploie sans cesse des efforts pour veiller à ce que le cadre législatif et réglementaire permette aux participants des marchés financiers d'opérer avec la plus grande efficacité et efficience qui soit, tout en s'assurant que le secteur demeure sûr et solide et que la prise de règlements soit efficiente et efficace.

Le budget de 2005 a levé les restrictions en matière d'investissement dans les biens étrangers qui étaient imposées aux entités exonérées d'impôt, améliorant du coup les possibilités de diversification des placements au titre de la retraite pour les Canadiens et assurant aux caisses de retraite une plus grande marge de manœuvre pour l'injection de capital de risque dans les petites entreprises au Canada. Par ailleurs, il a lancé l'examen des lois sur les institutions financières qui se déroulera en 2006.

Outre les mesures relatives à l'impôt et à la réglementation, le budget de 2005 comportait de nombreux autres investissements à l'appui d'une économie productive, croissante et durable, dont ceux qui suivent :

- investir dans les gens (p. ex. investissements stratégiques visant à bâtir une main-d'œuvre hautement qualifiée et adaptable);
- investir dans les idées et les technologies habilitantes (p. ex. mesures visant à aider à créer un milieu de recherche de catégorie mondiale au Canada);
- investir dans les régions et les secteurs pour renforcer leur capacité de livrer une concurrence de pointe.

## Soutenir la société canadienne

Le Ministère est toujours à l'affût de nouveaux moyens d'assurer la viabilité du système de soins de santé du Canada. S'appuyant sur les engagements pris dans les accords sur la santé de 2000 et de 2003, les premiers ministres ont signé, le 16 septembre 2004, le Plan décennal pour consolider les soins de santé en vertu duquel le gouvernement fédéral remettra 41,3 milliards de dollars de plus aux provinces et aux territoires au cours des dix prochaines années au titre des soins de santé.

## Rendement ministériel global

### Introduction

Le ministère des Finances Canada constitue la principale source de conseils économiques et financiers pour le gouvernement du Canada. Il incombe notamment au Ministère de préparer le budget fédéral et la mise à jour économique et financière, de rédiger des politiques fiscales et tarifaires, et la législation pertinente et de gérer les emprunts fédéraux sur les marchés financiers, d'administrer les principaux paiements de transfert fédéraux aux provinces et aux territoires, d'élaborer des politiques réglementaires pour le secteur financier national et de représenter le Canada au sein des institutions financières internationales.

Quatre priorités clés guident le plan d'action du Ministère, qui est un élément central de son rôle en matière d'élaboration d'une solide politique économique et fiscale. Ces priorités sont : assurer une structure budgétaire durable, accroître la productivité, la compétitivité et le dynamisme du Canada, soutenir la société canadienne et favoriser une croissance économique vigoureuse et durable sur la scène mondiale.

### Assurer une structure budgétaire durable

Un cadre financier prudent veille à ce que le Canada soit doté d'une structure financière viable, de sorte qu'il se trouve dans la meilleure position qui soit pour profiter des occasions économiques qui se présentent tant au pays qu'à l'étranger. À cette fin, depuis que le gouvernement fédéral a équilibré le budget en 1997-1998, le Canada s'est classé au premier rang des pays industriels du G7 au chapitre de la création d'emploi et de la croissance du niveau de vie par habitant, ce qui lui a permis de devenir un chef de file mondial. De fait, le Canada est le seul pays du G7 à avoir affiché des excédents pour l'ensemble des administrations publiques au cours des trois dernières années, et le seul pays de ce groupe à prévoir répéter cet exploit en 2005-2006.

De plus, la dette fédérale n'a cessé de reculer depuis 1996-1997 et, jumelée à la vigoureuse croissance économique du Canada, elle a entraîné un recul marqué du ratio de la dette fédérale au PIB. Le gouvernement est résolu à maintenir ce ratio sur une trajectoire descendante et, dans le budget de 2005, il a confirmé son objectif de le ramener à 25,0 % d'ici 2014-2015.

Grâce à la situation financière améliorée du Canada, le gouvernement est mieux placé pour composer avec les tensions financières futures, comme celles qu'exerce le vieillissement de la population.

Un régime fiscal équilibrable, efficace et concurrentiel est une des principales composantes d'une structure budgétaire durable. Le gouvernement a réduit les impôts chaque année depuis qu'il a réussi à équilibrer le budget. En 2004-2005, le Ministère a mis en œuvre certaines mesures en vue d'accroître l'équité, l'efficacité et la compétitivité du régime fiscal, notamment des mesures annoncées dans le budget de 2000, dans l'*Énoncé économique et mise à jour budgétaire* de 2000, dans le budget de 2003 et dans le budget de 2004, qui devaient entrer en vigueur en 2004-2005, de même que de nouvelles mesures annoncées dans le budget de 2005.

Priorité : Favoriser une croissance économique vigoureuse et durable sur la scène mondiale			Genre : Permanent	
Dépenses prévues : 1 272 998			Dépenses réelles : 1 474 456	
Résultats attendus	Ressources réelles	Indicateurs de rendement	Cible (C) Résultats réels (R)	Cote
Soutien des débouchés pour l'investissement et le commerce canadiens (p. 68)	3 313	Politiques en matière de tarif et de recours commerciaux	C : Réponses pertinentes en temps opportun aux propositions de réduire les tarifs. R : Les demandes d'allègement tarifaire ont donné lieu à l'élimination de droits se chiffrant à 9,5 millions de dollars.	3
		Négociation de nouveaux accords sur la protection des investissements étrangers (APIE)	C : Négocier des APIE. R : L'APIE avec la Commission européenne a été renégocié. Le Ministère négocie de nouveaux APIE avec le Pérou, l'Inde et la Chine.	3

**Activités ministérielles de base :**

Fourniture en permanence d'analyses et de conseils stratégiques par le Ministère

11 181

**Poste législatif non budgétaire :**Avances conformément au paragraphe 13(1) de la *Loi sur l'Agence de la consommation en matière financière du Canada*.

6 000

Indiqué à la rubrique de l'activité de programme de la Politique du secteur financier.

**Total des ressources réelles du Ministère**

73 241 234

Priorité : Favoriser une croissance économique vigoureuse et durable sur la scène mondiale				Genre : Permanent	
Dépenses prévues : 1 272 998				Dépenses réelles : 1 474 456	
Résultats attendus	Ressources réelles	Indicateurs de rendement	Cible (C) Résultats réels (R)	Cote	
Système commercial international renforcé et accès plus sûr des exportations canadiennes aux principaux marchés étrangers (p. 67)	3 341	Renforcer le Fonds monétaire international (FMI) et la Banque mondiale	<p><b>C</b> : Assurer la pertinence du FMI et de la Banque mondiale.</p> <p><b>R</b> : Efforts du Canada pour améliorer le mécanisme de surveillance du FMI.</p> <p><b>R</b> : Efforts permanents pour mettre en œuvre le nouveau cadre de gestion durable de la dette du FMI et de la Banque mondiale.</p>	2	
		Enveloppe de l'aide internationale (EAI)	<p><b>C</b> : Mettre en place un nouveau cadre de gestion.</p> <p><b>R</b> : Le Ministère des Finances Canada a dirigé un processus interministériel sur le nouveau cadre de l'EAI.</p>	3	
		Négociations commerciales	<p><b>C</b> : Assurer aux Canadiens un accès plus sûr aux marchés étrangers.</p> <p><b>R</b> : Des fonctionnaires du ministère des Finances Canada participent activement au cycle de Doha de négociations commerciales multilatérales de l'Organisation mondiale du commerce.</p>		
		Règles d'origine	<p><b>C</b> : Règles d'origine libéralisées en vertu de l'<i>Accord de libre-échange nord-américain</i>.</p> <p><b>R</b> : Des règles plus libérales régissant certains produits agricoles et industriels ont été mises en œuvre en janvier 2005.</p>	2	

Priorité : Favoriser une croissance économique vigoureuse et durable sur la scène mondiale				Genre : Permanent	
Dépenses prévues : 1 272 998				Dépenses réelles : 1 474 456	
Résultats attendus	Ressources réelles	Indicateurs de rendement	Cible (C) Résultats réels (R)	Cote	
Préconiser des réformes visant à favoriser la croissance mondiale, le développement et la stabilité financière (p. 64-66, 74)	1 460 321	Niveaux de protection contre la contrefaçon des grosses coupures	C : Travailler avec la Banque du Canada pour garantir le succès de l'émission d'une nouvelle série de grosses coupures (20 \$, 50 \$ et 100 \$) pour renforcer la confiance à l'égard de la devise canadienne.	2	
		Niveau d'acceptation des grosses coupures par les détaillants et le public	R : Les trois billets ont été émis avec succès.		
		Aide publique au développement (APD)	C : Doubler l'aide internationale entre 2001 et 2010. R : L'APD sera doublée entre 2001 et 2010. L'aide accordée à l'Afrique doublera d'ici 2008-2009, par rapport à son niveau de 2003-2004.	3	
		Progrès relatif à la quatorzième reconstitution des ressources de l'Association internationale de développement (IDA)	C : Mener à terme la quatorzième reconstitution des ressources de l'IDA. R : Les négociations ont été conclues avec succès.	2	
		Allègement de la dette	C : Alléger le fardeau de la dette des pays pauvres. R : Le Ministère a veillé à ce que la stratégie d'allègement de la dette courante soit mise en œuvre de manière efficace. Il a contribué au financement du fonds fiduciaire en faveur des pays pauvres très endettés (PPTÉ) et annulé le solde des dettes bilatérales de quatre PPTÉ.	2	

Priorité : Favoriser une croissance économique vigoureuse et durable sur la scène mondiale				Genre : Permanent
Dépenses prévues : 1 272 998				Dépenses réelles : 1 474 456
Résultats attendus	Ressources réelles	Indicateurs de rendement	Cible (C) Résultats réels (R)	Cote
Frontières plus efficaces et sûres (p. 42-43, 63)	1 708	Droit pour la sécurité des passagers du transport aérien (DSPTA)	<p><b>C</b> : Réviser le DSPTA pour faire en sorte que le revenu continue de correspondre aux coûts de l'amélioration du système de sécurité des passagers du transport aérien.</p> <p><b>R</b> : L'examen a été mené à bon terme et présenté dans le budget de 2005.</p>	2
		Financement des initiatives relatives à la frontière	<p><b>C</b> : Fournir des fonds pour traiter des préoccupations essentielles en matière de sécurité.</p> <p><b>R</b> : Le budget de 2005 a engagé la somme supplémentaire de 1,0 milliard de dollars sur cinq ans pour les principaux enjeux de la sécurité nationale.</p>	2
		Consultations et initiatives législatives et réglementaires	<p><b>C</b> : Document de consultation décrivant les propositions pour améliorer et mettre à jour le cadre législatif et réglementaire canadien de lutte contre le recyclage des produits de la criminalité et le financement des activités terroristes, et le fonctionnement général du système.</p> <p><b>R</b> : Le gouvernement devrait publier le document de consultation en juin 2005.</p>	2
Système financier canadien qui soit sûr et qui satisfasse aux normes internationales de lutte contre les abus financiers et le financement des activités terroristes (p. 51-52)	2 840	Préparatifs en vue de l'évaluation mutuelle du Groupe d'action financière sur le blanchiment de capitaux (GAFI)	<p><b>C</b> : Participer au GAFI et se préparer en vue de l'évaluation mutuelle imminente.</p> <p><b>R</b> : Le Canada continue d'être un membre actif du GAFI. Pour se préparer en vue de sa propre évaluation mutuelle en 2006-2007, le Canada a participé aux évaluations mutuelles d'autres membres.</p>	2

<b>Priorité : Soutenir la société canadienne</b>				<b>Genre : Permanent</b>	
<b>Dépenses prévues : 30 612 953</b>				<b>Dépenses réelles : 37 761 788</b>	
<b>Résultats attendus</b>	<b>Ressources réelles</b>	<b>Indicateurs de rendement</b>	<b>Cible (C) Résultats réels (R)</b>	<b>Cote</b>	
		Fourniture en temps opportun des paiements de transfert	C/R : Les programmes de transfert sont administrés d'une manière efficace et exacte qui est conforme aux règlements et aux lois.	2	
<b>Priorité : Favoriser une croissance économique vigoureuse et durable sur la scène mondiale</b>				<b>Genre : Permanent</b>	
<b>Dépenses prévues : 1 272 998</b>				<b>Dépenses réelles : 1 474 456</b>	
<b>Résultats attendus</b>	<b>Ressources réelles</b>	<b>Indicateurs de rendement</b>	<b>Cible (C) Résultats réels (R)</b>	<b>Cote</b>	
Contribuer à la stratégie de mise en œuvre du gouvernement visant à respecter ses engagements dans le cadre du Protocole de Kyoto (p. 42, 57)	2 932	Cadre	C : Élaborer un cadre qui facilitera et favorisera la compréhension commune des considérations d'ordre stratégique qui pourraient devoir être prises en compte lors de l'élaboration des propositions de politiques fiscales. R : Le cadre a été publié à l'annexe 4 du budget de 2005.	2	
		Consultations interministérielles	C : Prendre part aux consultations interministérielles sur les différents aspects de l'analyse et de la conception des engagements, et mettre au point un système national et international d'échange des permis. R : Le Ministère a participé à des réunions et à des consultations interministérielles.	2	

Priorité : Soutenir la société canadienne			Genre : Permanent	
Dépenses prévues : 30 612 953			Dépenses réelles : 37 761 788	
Résultats attendus	Ressources réelles	Indicateurs de rendement	Cible (C) Résultats réels (R)	Cote
Viabilité du Régime de pensions du Canada (RPC) (p. 48, 58-59)	448	Révisions actuarielles périodiques du RPC	<p><b>C</b> : Procéder à l'examen triennal de la situation financière du RPC.</p> <p><b>R</b> : Plusieurs discussions ont été menées avec les provinces et les territoires en plus du dialogue permanent avec Développement social Canada.</p>	2
		Viabilité à long terme du RPC	<p><b>C</b> : Assurer la viabilité du régime.</p> <p><b>R</b> : Selon l'actuaire en chef du RPC, le régime est viable pour au moins les 75 prochaines années compte tenu de la structure actuelle des taux et des prestations.</p>	2
		États financiers annuels et trimestriels de l'Office d'investissement du RPC qui communiquent les résultats de ses placements et les changements à l'actif du RPC	<p><b>C</b> : Terminer le transfert de l'actif résiduel du RPC à l'Office d'investissement du RPC conformément au projet de loi C-3.</p> <p><b>R</b> : Au 31 mars 2005, 3,8 milliards de dollars (58,0 %) de la réserve de fonctionnement en espèces et 11,0 milliards de dollars (31,0 %) du portefeuille d'obligations avaient été transférés.</p>	3
		Examen du mécanisme de détermination des cotisations d'assurance-emploi	<p><b>C</b> : Le mécanisme de détermination des cotisations doit être examiné en 2004-2005.</p> <p><b>R</b> : La détermination des cotisations a été examinée, et le nouveau procédé a été annoncé dans le budget de 2005.</p>	1
Programmes de transfert aux provinces et aux territoires (p. 61-62, 72-73)	37 751 520	Rédaction en temps opportun de projets de loi	<b>C/R</b> : Les premiers ministres se sont entendus sur un nouveau cadre pour la péréquation et la formule de financement de territoires.	1
		Mise sur pied en temps opportun du groupe d'experts	<b>C/R</b> : Le groupe d'experts a été mis sur pied, et les consultations sont en cours.	2

<b>Priorité : Soutenir la société canadienne</b>				<b>Genre : Permanent</b>
<b>Dépenses prévues : 30 612 953</b>				<b>Dépenses réelles : 37 761 788</b>
<b>Résultats attendus</b>	<b>Ressources réelles</b>	<b>Indicateurs de rendement</b>	<b>Cible (C) Résultats réels (R)</b>	<b>Cote</b>
Accroître l'équité fiscale améliorée pour les personnes handicapées (p. 40-41)	2 124	Amélioration des mesures fiscales visant les personnes handicapées et leurs aidants naturels	<p><b>C :</b> Évaluer le crédit d'impôt pour personnes handicapées (CIPH) et donner suite au rapport du Comité consultatif technique (CCT) sur les mesures fiscales pour les personnes handicapées.</p> <p><b>R :</b> Une évaluation du CIPH a été publiée en 2004. Le budget de 2005 a proposé des mesures relatives à presque toutes les recommandations finales du CCT.</p>	2
Soutien des Canadiens pour qu'ils acquièrent des compétences et des connaissances (p. 41, 59-60)	1 673	Augmentation de l'épargne chez les familles à revenu faible et moyen aux fins des études postsecondaires de leurs enfants	<p><b>C :</b> Mettre en œuvre le budget de 2004.</p> <p><b>R :</b> La loi a reçu la sanction royale le 15 juin 2004. Le Bon d'études canadien entre en vigueur le 1<sup>er</sup> juillet 2005, et les droits à cet égard ont commencé à s'accumuler le 1<sup>er</sup> janvier 2004. La Subvention canadienne pour l'épargne-études (SCEE) bonifiée est elle aussi entrée en vigueur le 1<sup>er</sup> juillet 2005, les cotisations admissibles ayant été versées à un régime enregistré d'épargne-études depuis le 1<sup>er</sup> janvier 2005 donnant droit aux taux d'appariement de la SCEE bonifiée.</p>	2
		Stratégie des compétences en milieu de travail	<p><b>C :</b> Travailler avec Ressources humaines et Développement des compétences Canada afin que les mesures puissent être annoncées dans le budget de 2005.</p> <p><b>R :</b> Un financement de 125 millions de dollars a été annoncé dans le budget de 2005.</p>	2
		Programmes adaptés tout particulièrement aux besoins des collectivités des Premières nations	<p><b>C :</b> Élaborer des propositions à l'intention des collectivités des Premières nations.</p> <p><b>R :</b> Mesures annoncées dans le budget de 2005.</p>	2

Priorité : Soutenir la société canadienne			Genre : Permanent	
Dépenses prévues : 30 612 953			Dépenses réelles : 37 761 788	
Résultats attendus	Ressources réelles	Indicateurs de rendement	Cible (C) Résultats réels (R)	Cote
		Rédaction en temps opportun de projets de loi	C/R : Promulgation de la loi mettant en œuvre le Plan décennal pour consolider les soins de santé avant la fin de l'exercice 2004-2005. C/R : Acheminer en temps opportun le nouveau financement pour 2004-2005.	2
Soutien des collectivités (p. 39, 56)	2 295	Remboursement de la TPS ou de la TVH aux municipalités	C : Mettre en œuvre la loi prévoyant le remboursement intégral de la TPS ou de la TVH. R : La loi devrait être promulguée en mai 2005.	2
		Règles fiscales améliorées visant les organismes de charité enregistrés	C : Mettre en œuvre le budget de 2004. R : La réglementation des organismes de charité enregistrés a été améliorée grâce à un nouveau régime de conformité. La loi devrait être promulguée en mai 2005.	2
		Source de financement supplémentaire pour les villes et les collectivités	C : Fournir aux villes et aux collectivités des fonds correspondant à une partie du revenu provenant de la taxe sur l'essence. R : Le budget de 2005 prévoit 5,0 milliards sur cinq ans à l'appui de l'infrastructure durable et respectueuse de l'environnement.	2
Soutien accru des familles avec des enfants (p. 40, 59)	1 418	Mise en œuvre d'un plan d'investissement à long terme pour les familles à faible revenu qui ont des enfants	C : Mettre en œuvre le Plan quinquennal de réduction des impôts et le budget de 2003. R : Le montant annuel maximal au titre de la Prestation fiscale canadienne pour enfants visant le premier enfant de moins de 7 ans est passé à 2 958 \$ en juillet 2004.	2
		Initiative pour l'apprentissage et la garde des jeunes enfants	C : L'initiative a été annoncée. R : La fiducie a été constituée dans le budget de 2005.	2

Priorité : Accroître la productivité, la compétitivité et le dynamisme du Canada			Genre : Permanent	
Dépenses prévues : 87 063			Dépenses réelles : 94 478	
Résultats attendus	Ressources réelles	Indicateurs de rendement	Cible (C) Résultats réels (R)	Cote
Répondre aux besoins en monnaie des Canadiens (p. 71)	63 933	Niveau suffisant de pièces de monnaie en circulation et popularité des pièces commémoratives	C : Travailler de concert avec la Monnaie royale canadienne pour assurer l'approvisionnement en pièces de monnaie ordinaires et commémoratives. R : Approvisionnement convenable de pièces de monnaie ordinaires et lancement réussi de trois nouvelles pièces commémoratives.	2
Priorité : Soutenir la société canadienne			Genre : Permanent	
Dépenses prévues : 30 612 953			Dépenses réelles : 37 761 788	
Résultats attendus	Ressources réelles	Indicateurs de rendement	Cible (C) Résultats réels (R)	Cote
Soutenir le renouvellement continu du système canadien des soins de santé (p. 39, 60-61)	1 797	Remboursement de la taxe sur les produits et services (TPS) et de la taxe de vente harmonisée (TVH) appliqué au système de soins de santé	C : Adopter une loi pour étendre l'application du remboursement de 83 % aux installations de soins de santé à but non lucratif admissibles qui fournissent des services offerts auparavant dans les hôpitaux. R : La Loi d'exécution du budget de 2005 (projet de loi C-43) devrait recevoir la sanction royale en juin 2005.	2
		Investissement important dans le système canadien des soins de santé	C/R : Accord conclu par les premiers ministres sur le programme de renouvellement et de réforme du système des soins de santé, appuyé par un important investissement dans les soins de santé.	1

Priorité : Accroître la productivité, la compétitivité et le dynamisme du Canada			Genre : Permanent	
Dépenses prévues : 87 063			Dépenses réelles : 94 478	
Résultats attendus	Ressources réelles	Indicateurs de rendement	Cible (C) Résultats réels (R)	Cote
Soutien de la recherche-développement (R-D) (p. 53-54)	785	Dépenses brutes en recherche-développement (DIRD) en pourcentage du PIB	C : D'ici 2010, passer du 15 <sup>e</sup> au 5 <sup>e</sup> rang des pays membres de l'Organisation de coopération et de développement économiques sur le plan de l'investissement national dans la recherche-développement. R : Le ratio des DIRD au PIB du Canada a reculé quelque peu en 2004 comparativement à 2003.	4
Programmes qui facilitent l'adaptation de tous les secteurs à l'économie du savoir (p. 55-56)	654	Preuve d'innovation (rendement en matière de R-D et de brevets)	R : Les dépenses des entreprises en recherche-développement en pourcentage du PIB ont reculé quelque peu en 2004 comparativement à 2003.	4
		Adoption de technologies (investissements dans les machines et le matériel)	R : Les investissements dans les machines et le matériel en pourcentage du PIB sont demeurés stables en 2004 comparativement à 2003.	3
		Réussite sur les marchés mondiaux dans tous les secteurs de l'économie (exportations)	R : Les exportations ont augmenté dans tous les grands secteurs en 2004.	2
Vente de Petro-Canada (p. 57)	6 124	Atteindre les revenus budgétaires nets prévus en fonction d'une moyenne des prix récents et de la valeur comptable de l'investissement	C : Vendre le solde des actions du gouvernement dans Petro-Canada en 2004-2005 à un prix qui dégagera de nouveaux revenus budgétaires de 2,0 milliards de dollars. R : La vente du solde des actions que le gouvernement possédait dans Petro-Canada a dégagé des revenus budgétaires de 2,6 milliards de dollars.	1

<b>Priorité : Accroître la productivité, la compétitivité et le dynamisme du Canada</b>				<b>Genre : Permanent</b>	
<b>Dépenses prévues : 87 063</b>				<b>Dépenses réelles : 94 478</b>	
Résultats attendus	Ressources réelles	Indicateurs de rendement	Cible (C) Résultats réels (R)	Cote	
Cadre réglementaire qui crée un environnement propice à : <ul style="list-style-type: none"> <li>un secteur des services financiers concurrentiel à l'échelle internationale, sûr et stable, qui répond aux besoins des consommateurs et des entreprises;</li> <li>des marchés financiers qui satisfont aux besoins des émetteurs et des bailleurs de fonds (p. 49-51).</li> </ul>	8 443	Consultations et initiatives législatives et réglementaires	<p><b>C</b> : Mener des consultations sur la modernisation des dispositions concernant la régie d'entreprise pour les institutions financières et viser le dépôt d'une loi en 2004-2005.</p> <p><b>R</b> : Le projet de loi devrait être déposé en juin 2005.</p> <p><b>C</b> : Amorcer des consultations en 2004-2005 en vue du prochain examen quinquennal prévu par la loi.</p> <p><b>R</b> : Les consultations ont été lancées dans le budget de 2005.</p> <p><b>C</b> : Surveiller la situation financière des régimes de retraite canadiens, évaluer le cadre réglementaire et recommander des mesures, s'il y a lieu.</p> <p><b>R</b> : Un règlement sur le déficit de solvabilité d'Air Canada a été pris en août 2004.</p> <p><b>R</b> : Un document de consultation sur les régimes de retraite privés à prestations déterminées sera publié en mai 2005.</p> <p><b>C</b> : Éliminer le double emploi des fonctions de prudence, d'administration et de services intégrés entre le Bureau du surintendant des institutions financières (BSIF) et la Société d'assurance-dépôts du Canada (SADC).</p> <p><b>R</b> : Le budget de 2005 a annoncé des mesures de prudence concernant l'efficacité réglementaire du BSIF et de la SADC. Les modifications des lois et des règlements intérieurs devraient être adoptées au printemps 2005.</p>	2	1

Priorité : Accroître la productivité, la compétitivité et le dynamisme du Canada				Genre : Permanent	
Dépenses prévues : 87 063			Dépenses réelles : 94 478		
Résultats attendus	Ressources réelles	Indicateurs de rendement		Cible (C) Résultats réels (R)	Cote
Régime fiscal qui favorise la création d'emploi, la croissance, l'esprit d'entreprise et l'innovation (p. 37-39)	8 276	Taux d'imposition des sociétés et effet sur l'investissement, l'innovation, l'emploi et la croissance		C : Mettre en œuvre le budget de 2003. R : Les réductions du budget de 2003 ont été mises en œuvre — p. ex. l'élimination progressive de l'impôt fédéral sur le capital et la réduction du taux d'imposition des sociétés sur le revenu provenant des ressources, ainsi que l'accélération prévue au budget de 2004 du relèvement du revenu dominant droit à la déduction accordée aux petites entreprises, qui passera à 300 000 \$ en 2005. En outre, le budget de 2005 a proposé de réduire le taux général d'imposition des sociétés et d'éliminer la surtaxe des sociétés en 2008 pour conserver et améliorer l'avantage du taux d'imposition du Canada. Il a de plus proposé d'autres redressements des taux de la déduction pour amortissement.	2
		Amélioration du traitement fiscal de l'épargne		C : Mettre en œuvre le budget de 2003. R : Le budget de 2003 a relevé le plafond des cotisations annuelles à un régime enregistré d'épargne-retraite de sorte qu'il atteindra 18 000 \$ en 2006 et relevé de manière correspondante le plafond des cotisations à un régime de pension agréé. Le budget de 2005 a augmenté encore plus ces plafonds.	1
Options stratégiques qui favorisent la croissance économique à long terme (p. 46-47)	6 204	Croissance du PIB du Canada par rapport à la moyenne du G6 (G7 moins le Canada) en 2004		C : Le G6 a enregistré une croissance moyenne du PIB de 2,4 %. R : Le Canada a affiché une croissance du PIB de 2,9 %.	1

Priorité : Assurer une structure budgétaire durable			Genre : Permanent	
Dépenses prévues : 35 430 498			Dépenses réelles : 33 893 331	
Résultats attendus	Ressources réelles	Indicateurs de rendement	Cible (C) Résultats réels (R)	Cote
			<p>C : Améliorer globalement l'efficacité et réduire les coûts au moyen d'investissements prudents et d'une administration rationalisée.</p> <p>R : Les dépenses de programme ont été de 6,7 % inférieures à celles prévues (104,4 millions de dollars) au plan d'activités, et ce, pour la cinquième année de suite.</p>	1
Structure d'endettement stable et à faible coût, de même qu'un marché des titres du gouvernement du Canada efficace (p. 70)	33 772 450	Coûts de la dette publique	<p>C : Redresser les programmes de la dette de manière à se rapprocher de la cible de 60,0 % de la dette à taux fixe.</p> <p>R : 63,0 % de la dette est à taux fixe.</p>	1

<b>Priorité : Assurer une structure budgétaire durable</b>				<b>Genre : Permanent</b>
<b>Dépenses prévues : 35 430 498</b>				<b>Dépenses réelles : 33 893 331</b>
<b>Résultats attendus</b>	<b>Ressources réelles</b>	<b>Indicateurs de rendement</b>	<b>Cible (C) Résultats réels (R)</b>	<b>Cote</b>
		Taux d'imposition des sociétés et effet sur la compétitivité du régime fiscal canadien	<p><b>C :</b> Continuer d'instaurer les réductions des taux annoncées dans le cadre du Plan quinquennal de réduction des impôts.</p> <p><b>R :</b> Le Plan quinquennal de réduction des impôts a été entièrement mis en œuvre. Les réductions d'impôt annoncées dans le budget de 2003 ont également été mises en œuvre, plus particulièrement l'élimination progressive de l'impôt fédéral sur le capital et la réduction du taux d'imposition du revenu provenant de ressources. En outre, le budget de 2005 a proposé d'autres réductions du taux général d'imposition des sociétés et l'élimination de la surtaxe des sociétés en 2008 pour conserver et améliorer l'avantage du taux d'imposition du Canada.</p>	2
Cadre de planification budgétaire guidé par la prudence (p. 44-46)	9 372	Équilibre budgétaire du gouvernement	<p><b>C :</b> Un budget équilibré ou excédentaire.</p> <p><b>R :</b> Excédent de 9,1 milliards de dollars pour l'exercice 2003-2004; les résultats finals pour 2004-2005 seront connus à l'automne 2005.</p>	1
		Ratio de la dette fédérale au PIB	<p><b>C :</b> 25,0 % d'ici 2014-2015.</p> <p><b>R :</b> Estimation de 38,8 % pour 2004-2005.</p>	3
		Comparaison avec le plan d'activités annuel préparé par Placements Épargne Canada	<p><b>C :</b> Équilibrer les efforts de vente et de fidélisation afin de gérer le recul du portefeuille.</p> <p><b>R :</b> En 2004-2005, le portefeuille global des titres sur le marché de détail, au 31 mars 2005, a reculé de 10,0 % pour s'établir à 19,3 milliards de dollars.</p>	2
Programme dynamique et rentable de placement de titres sur le marché de détail (p. 69-70)	97 446			

**Résultat stratégique : Créer un avantage financier, économique, social et mondial pour le Canada en élaborant des politiques appropriées et en prodiguant des conseils judicieux concernant la situation économique, sociale et financière ainsi que le programme d'action global du gouvernement.**

(en milliers de dollars)

<b>Priorité : Assurer une structure budgétaire durable</b>			<b>Genre : Permanent</b>	
<b>Dépenses prévues : 35 430 498</b>			<b>Dépenses réelles : 33 893 331</b>	
<b>Résultats attendus</b>	<b>Ressources réelles</b>	<b>Indicateurs de rendement</b>	<b>Cible (C) Résultats réels (R)</b>	<b>Cote</b>
Régime fiscal équitable, efficace et concurrentiel (p. 33-36)	14 013	Impôt sur le revenu des particuliers	<p><b>C :</b> Mettre en œuvre le Plan quinquennal de réduction des impôts et le budget de 2003.</p> <p><b>R :</b> Des changements ont été instaurés en 2004-2005 : l'impôt fédéral sur le revenu des particuliers a été réduit de plus de 21 % en moyenne et de plus de 27 % dans le cas des familles ayant des enfants. En outre, le budget de 2005 a proposé d'autres mesures d'allègement de l'impôt (p. ex. le relèvement du montant personnel de base pour qu'il atteigne 10 000 \$ d'ici 2009).</p>	2

## Sommaire du rendement par rapport aux résultats stratégiques et aux priorités du Ministère

Le tableau qui suit donne un aperçu du rendement du Ministère quant aux priorités énoncées dans le *Rapport sur les plans et les priorités de 2004-2005*. Il signale les résultats attendus en se servant des principaux indicateurs de rendement. De plus, il établit un lien entre les ressources utilisées au cours de l'exercice et les résultats atteints en se fondant sur la déclaration de la direction. Les coûts administratifs ministériels sont répartis entre les résultats attendus en fonction du pourcentage qui leur est attribué dans le budget de fonctionnement de 2004-2005. Chaque résultat attendu s'accompagne d'un renvoi à un numéro de page où des commentaires plus approfondis sur le résultat sont fournis.

Le ministère des Finances Canada met au point un cadre intégré de planification et d'attribution des ressources qui facilitera l'établissement et la surveillance des priorités, des résultats et des renseignements sur le rendement. Le cadre permettra au Ministère de présenter de meilleurs rapports sur les résultats et les ressources ainsi que de rendre des comptes à leur sujet au Parlement et à la population canadienne.

### Cote :

1. Dépasse les attentes
2. Respecte les attentes
3. Sur la voie de respecter les attentes (s'applique aux objectifs à long terme)
4. N'a pas encore respecté les attentes

Sommaire

Raison d'être

Le ministère des Finances Canada a pour objectif de favoriser une économie vigoureuse afin de permettre aux Canadiennes et Canadiens de relever leur niveau de vie et de bénéficier d'une meilleure qualité de vie.

Mandat

Le Ministère est déterminé à jouer un rôle concret pour les Canadiens en aidant le gouvernement à élaborer et à instaurer des politiques et des programmes économiques, sociaux, financiers et de sécurité qui favorisent une croissance économique robuste et durable, en mettant l'accent sur les objectifs financiers, économiques, sociaux et de sécurité.

Mission

Le Ministère constitue la principale source d'analyses et de conseils du gouvernement en ce qui a trait aux répercussions de ses principales priorités sur les plans économique, financier et fiscal. Parmi ses attributions, mentionnons la préparation du budget fédéral, l'élaboration des lois et des politiques tarifaires et fiscales, la gestion des emprunts fédéraux sur les marchés financiers, l'administration des principaux paiements de transfert fédéraux aux provinces et aux territoires, l'élaboration de la politique de réglementation du secteur financier canadien et la représentation du Canada au sein des institutions financières internationales.

**Mission**

Le Ministère a pour mission d'aider le ministre des Finances en fournissant les meilleurs analyses et conseils possibles sur les questions économiques, sociales et financières, en exécutant les décisions du gouvernement avec efficacité et en temps opportun ainsi qu'en communiquant les décisions de l'État le plus clairement possible, tant à l'intérieur qu'à l'extérieur de l'administration fédérale. Sa mission consiste également à recueillir de manière efficace les points de vue des participants à la vie économique de toutes les régions du Canada et à maintenir des systèmes de soutien et des programmes de développement de grande qualité dans l'exercice de ses fonctions.

Résultat stratégique

Créer un avantage financier, social et mondial pour le Canada en élaborant des politiques appropriées et en prodiguant des conseils judicieux concernant la situation économique, sociale et financière ainsi que le programme d'action global du gouvernement.

Ressources financières totales (en milliers de dollars)

Prévues	Autorisations	Réelles
67 403 512	74 208 424	73 241 234

Ressources humaines totales : ETP1

Prévues	Réelles	Écart
866	833	33

1. Dans le Rapport sur les plans et les priorités de 2004-2005, les 813 équivalents temps plein (ETP) prévus ne comprenaient pas les 21 ETP affectés à la dette publique ni les 31 ETP affectés à l'organisme Placements Épargne Canada. Ces ETP ont été ajoutés aux ETP prévus afin de bien tenir compte du total de 866 ETP pour le Ministère.



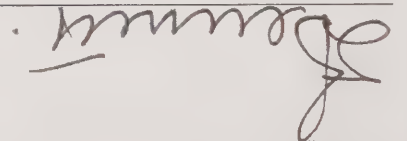
## Déclaration de la direction

Je sou mets, en vue de son dépôt au Parlement, le Rapport ministériel sur le rendement (RMR) de 2004-2005 du ministère des Finances Canada.

Le présent rapport a été préparé conformément aux principes de présentation énoncés dans le *Guide de préparation — Rapports ministériels sur le rendement de 2004-2005* du Secrétariat du Conseil du Trésor :

- Il respecte les exigences de présentation particulières.
- Il utilise une version approuvée de l'Architecture des activités de programme.
- Il présente des renseignements uniformes, complets, équilibrés et exacts.
- Il constitue une base de responsabilisation à l'égard des résultats visés ou atteints au moyen des ressources et des pouvoirs conférés au Ministère.
- Il présente les résultats financiers en fonction des montants approuvés dans le Budget des dépenses et les *Comptes publics du Canada*.

Ian E. Bennett  
Sous-ministre



Guidé par ces quatre éléments, le gouvernement a respecté ses engagements :

- de renforcer les assises sociales du Canada;
- d'instaurer des politiques qui appuient une économie productive et croissante;
- de s'acquitter des responsabilités mondiales du Canada;
- de maintenir un solide cadre financier.

Le gouvernement continuera de s'employer à satisfaire aux demandes d'aujourd'hui tout en prévoyant les changements et les défis de demain et en se préparant à y faire face.



# Ministère des Finances Canada

## Rapport sur le rendement

Pour la période se terminant  
le 31 mars 2005



# Department of Foreign Affairs and International Trade Canada (*Foreign Affairs*)

## Performance Report

For the period ending  
March 31, 2005

## The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Catalogue No. BT31-4/38-2005  
ISBN 0-660-62896-1

This document is available on the TBS Web site at [www.tbs-sct.gc.ca](http://www.tbs-sct.gc.ca)  
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Canadian Government Publishing — PWGSC  
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## Foreword

The Government of Canada has made continuous improvement in its management practices a priority since *Results for Canadians: A Management Framework for the Government of Canada* was tabled in Parliament in the spring of 2000. Driving the government's pursuit of management excellence is its vision to provide Canadians with a responsive government, which serves citizens and manages itself as a unified, coherent enterprise; an innovative government supported by a highly-qualified public service equipped to leverage information and make the best use of public funds while balancing risk; and an accountable government which answers clearly and openly for its performance to Parliament and to Canadians.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting results to Parliament and citizens. They are at the heart of accountability in government.

Departments and agencies are encouraged to prepare their reports following principles for effective public reporting (provided in the *Guide for the Preparation of the 2004-05 Departmental Performance Reports*: [http://www.tbs-sct.gc.ca/rma/dpr1/04-05/guidelines/guide\\_e.asp](http://www.tbs-sct.gc.ca/rma/dpr1/04-05/guidelines/guide_e.asp) ). Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes (benefits to Canadians and Canadian society) and describes the contribution the organisation has made toward those outcomes. It sets performance in context, associates performance with earlier commitments, explains any changes, and discusses risks and challenges faced by the organisation in delivering on these commitments. Achievements realised in partnership with other governmental and non-governmental organisations are also discussed. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

This departmental performance report (along with those of many other organizations) is accessible from the Treasury Board of Canada Secretariat Internet site: <http://www.tbs-sct.gc.ca/est-pre/estime.asp>. Readers wishing a high level, whole of government overview of the Government of Canada's efforts to improve quality of life should refer to *Canada's Performance 2005* available at the same internet address. This report is structured around three broad policy areas (Sustainable Economy, Canada's Social Foundations and Canada's Place in the World) and, in its electronic version, links to relevant Departmental Performance Reports. *Canada's Performance 2005* also contains a special overview of the government's efforts to improve the well-being of Aboriginal peoples.

The Government of Canada is committed to continually improving reporting to Parliament and Canadians. The input of readers can do much to ensure that Departmental Performance Reports and other reports are enhanced over time.

### Comments or questions can be directed to:

Results-based Management Directorate  
Treasury Board of Canada Secretariat  
L'Esplanade Laurier, Ottawa, Ontario K1A 0R5  
**OR at:** [rma-mrr@tbs-sct.gc.ca](mailto:rma-mrr@tbs-sct.gc.ca)





Department of Foreign Affairs  
and International Trade  
(Foreign Affairs)

Ministère des Affaires étrangères  
et du Commerce international  
(Affaires étrangères)

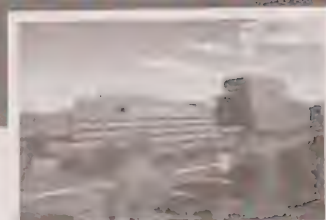
Canada



# Departmental Performance Report

## 2004-2005

For the period ending  
March 31, 2005



The Honourable Pierre S. Pettigrew  
Minister of Foreign Affairs

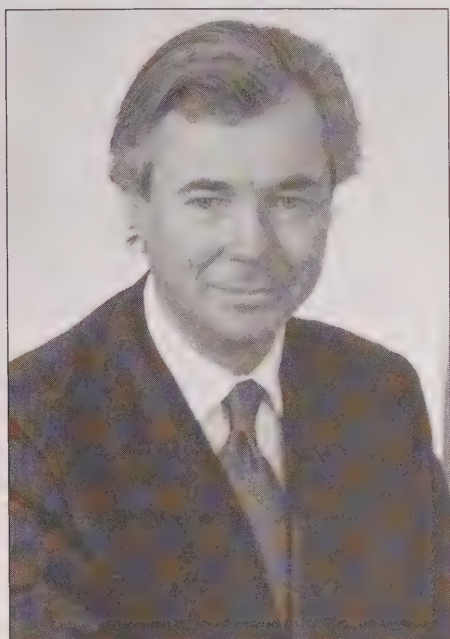


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# Overview



## Section 1



**The Honourable Pierre S. Pettigrew**  
**Minister of Foreign Affairs**

## 1.1 Minister's Message

As people who have always seen the world through a wide-angle lens, Canadians recognize the importance of being active abroad in order to grasp the opportunities of a global economy, while contributing to international peace, security and assistance. Given that we live in a rapidly changing world, Canadians know we must act decisively to ensure our ability to participate fully on the world stage, whenever our interests and values are involved.

This is precisely the intention behind the Government of Canada's efforts to refocus and reinvigorate Canadian international policy and global engagement. At the Department of Foreign Affairs and International Trade (*Foreign Affairs*), we are proud to be deeply involved in this effort, in keeping with one of the top priorities listed in our 2004-2005 *Report on Plans and Priorities*.

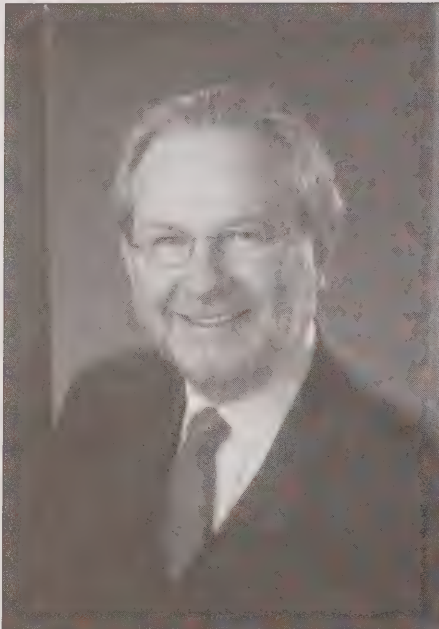
Over the past year, our centrepiece activity at the department has been to lead development of the government's International Policy Statement (IPS) (<http://www.dfait-maeci.gc.ca/cip-pic/ips/ips-en.asp>),

which was tabled in Parliament in April 2005. The IPS provides a clear policy framework for a globally engaged Canada based in North America. With a main message that "Canada revient en force," it specifies a plan and accompanying resources of nearly \$17 billion over the next five years to enable this country to generate more impact and influence on the international stage. The IPS integrates diplomacy, defence, development and commerce for the first time in Canadian history, demonstrating the interconnected nature of Canada's interests, goals and objectives.

The benefits of the IPS for Canadians are considerable. First, its implementation will enhance our security and prosperity and help create a more secure world by countering terrorism and other threats. The IPS will help strengthen Canada's competitiveness and economic engagement with international partners, while providing targeted services and support for Canadian business. It will promote respect for human rights, and support development by sharing Canadian expertise to help reduce global poverty, reform global governance and enhance local capacity. This work will, in turn, help advance achievement of the United Nations Millennium Development Goals. Finally, the IPS will help craft a new multilateralism and flexible diplomacy to deal with global developments.

This is a particularly exciting time for this department as it continues its transformation into a 21st century foreign ministry, while looking forward to playing a key role in implementation of the IPS.

It has been a year of profound change at the Department of Foreign Affairs and International Trade (*Foreign Affairs*). As we take stock of our progress in 2004-2005, I want to express my appreciation for the vital work undertaken by all of the department's employees. I am supported and inspired by their ideas, initiative and productivity, which continue to produce real benefits for Canadians at home and abroad.



## 1.2 Management Representation Statement

I submit, for tabling in Parliament, the *2004-2005 Departmental Performance Report* (DPR) for the Department of Foreign Affairs and International Trade (*Foreign Affairs*).

This document has been prepared based on the reporting principles contained in the Treasury Board of Canada Secretariat's *Guide for the Preparation of 2004-2005 Departmental Performance Reports*:

- It adheres to the specific reporting requirements.
- It uses an approved Program Activity Architecture (PAA) structure.
- It presents consistent, comprehensive, balanced and accurate information.
- It provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it.
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

A handwritten signature in black ink, appearing to read 'V. Peter Harder', written over a horizontal line.

**V. Peter Harder**  
**Deputy Minister of Foreign Affairs**



Canadian Embassy, Beijing

## 1.3 Summary Information

### 1.3.1 What's New

#### *Building a 21st century foreign ministry*

In January 2005, the Department of Foreign Affairs and International Trade (*Foreign Affairs*) began implementation of an agenda to change its structure, processes and culture in order to create a 21st century foreign ministry. This transformation will bring sharper focus to the department's role in delivering Canada's international policies, which is to:

- interpret global events and trends for the government and Canadians;
- articulate a distinctive Canadian foreign policy;
- integrate the government's international agenda and representation abroad;
- advocate Canadian values and interests internationally;
- provide consular and passport services to Canadians; and
- act as a responsible steward of public funds, charged with delivering common services to all government departments outside Canada.

This transformation, now well under way, will ensure the department's ability to implement the International Policy Statement (IPS) quickly and effectively.

#### *Improving performance reporting*

By presenting the department's 2004-2005 accomplishments in a straightforward and readable manner, this Departmental Performance Report (DPR) represents

the department's ongoing effort to improve its reporting to parliamentarians and Canadians in general. Three particular elements of this document are evidence of the improvements made to date:

- This report showcases the IPS, which was tabled in Parliament in April 2005. The new strategic direction provided by the IPS is guiding the department's effort to increase the focus and cohesion of all of its activities, starting with its transformation agenda.
- The organizational structure of this report is new, having been updated to comply with the new Management, Resources, Results Structure-Program Activity Architecture (MRRS-PAA) of the Department of Foreign Affairs and International Trade (*Foreign Affairs*). The MRRS-PAA, which has replaced the 1996 Planning, Reporting and Accountability Structure of the Department of Foreign Affairs and International Trade, shows the department's organizational and accountability structures, provides an authoritative list of program activities, and defines how program activities contribute to strategic outcomes. (For a concise overview of changes in the department's reporting structure, see Table 1B in Section 3.)
- Finally, this DPR reflects the department's attention to the principles of reporting established by Treasury Board of Canada Secretariat ([http://www.tbs-sct.gc.ca/rma/dpr1/04-05/guidelines/guide01\\_e.asp#\\_Toc101769221](http://www.tbs-sct.gc.ca/rma/dpr1/04-05/guidelines/guide01_e.asp#_Toc101769221)), which stipulate that the content should be relevant, reliable, balanced and comparable.

### 1.3.2 The Department's Raison d'être

The mandate of the Department of Foreign Affairs and International Trade (*Foreign Affairs*) is to:

- conduct all diplomatic and consular relations on behalf of Canada;
- undertake all official communications between the Government of Canada and the governments of other countries, as well as between the Government of Canada and international organizations;
- conduct and manage international negotiations as they relate to Canada;

- coordinate the direction given by the Government of Canada to the heads of Canada's diplomatic and consular missions;
- manage Canada's diplomatic and consular missions;
- have a role in relation to the Canadian International Development Agency (CIDA);
- administer the Foreign Service of Canada;
- foster the development of international law and its application in Canada's external relations; and
- carry out other duties and functions such as those noted in the Canadian Passport Order.

This mandate is set out in the Department of Foreign Affairs and International Trade Act (R.S. 1985, c. E-22) (<http://laws.justice.gc.ca/en/e-22/text.html>).

Canada has 300 points of service abroad (285 in 162 countries plus 15 points of consular service covered by agreements with Australia and Sweden). The number and type of representation is as follows: 100 embassies/high commissions; 25 consulates general; 19 consulates; 111 honorary consuls; 19 offices of embassies, high commissions or trade; 2 representative offices; and 9 missions to multilateral organizations like the United Nations.

The missions represent the Government of Canada and advance Canadian interests in designated countries, areas or multilateral organizations by performing one or more of the following functions:

- advocating Canadian policies and perspectives to foreign governments;
- building and maintaining relationships inside and outside government to raise Canada's profile and provide the basis for successful advocacy of specific Canadian objectives;
- reporting and interpreting local views and information from a Canadian point of view (i.e. what they mean to Canada and Canadians);
- providing Canadians abroad with consular and passport services; and
- supplying infrastructure and related services to support the international operations of other departments and agencies as well as additional partners co-located at missions abroad.

The Department of Foreign Affairs and International Trade (*Foreign Affairs*) also serves the foreign diplomatic community accredited to Canada (173 foreign diplo-

matic missions, 125 of which are in Ottawa and 48 of which are in either New York City or Washington DC; 546 foreign consular posts; and nearly 20 international organizations and other offices). At present, there are approximately 8,000 foreign representatives and accredited members of their families in Canada, 50 percent in the National Capital Region and the rest in other centres across the country.

### 1.3.3 How the Department Benefits Canadians

The department's three strategic outcomes (in bold below) specify the delivery of specific benefits and services to Canadians, as follows:

- In **advancing Canada's interests internationally**, the department projects Canada and its values to the world, helps Canadians to interpret the world and pursues Canada's interests abroad. It also analyzes national and international trends and developments for Canadians and pursues the country's global agenda from a government-wide perspective. This strategic outcome recognizes the department as the government's centre of expertise in leading the formulation and coordination of Canada's international policies as well as advancing them on a bilateral and multilateral basis.
- In **serving government abroad**, the department manages Canada's missions abroad, delivering cost-effective and efficient services and infrastructure to enable the international operations of federal and provincial departments and agencies co-located there.
- In **serving Canadians abroad**, the department provides effective assistance, guidance and services related to travel documents and consular needs. This ensures that Canadians receive the assistance they need when they are travelling, working or living abroad.

The department's strategic outcomes also support government-wide priorities identified in the October 2004 Speech from the Throne and *Canada's Performance* (see the section entitled Canada's Role in the World at [http://www.tbs-sct.gc.ca/report/govrev/04/cp-rc2\\_e.asp#5](http://www.tbs-sct.gc.ca/report/govrev/04/cp-rc2_e.asp#5)). *Canada's Performance* is an annual report to Parliament by Treasury Board of Canada Secretariat, which provides a results-based perspective from which to review federal

programs, services and policies that contribute to the quality of life of Canadians.

The department's focus on benefits and services extends well beyond its strategic outcomes; its annual priorities and program activities are results-oriented as well. That is because the three are very closely interconnected, a point that deserves emphasis in any dis-

cussion of performance. The table—as well as the discussion of priorities—that follows demonstrates the complementary nature of the strategic outcomes, program activities and priorities.

First, the department's program activities contribute directly to its strategic outcomes, as follows:

#### **Strategic Outcome:**

*Advancing Canada's Interests Internationally:* Canada's interests are advanced internationally—in partnership with Canadians, Canada and its values are projected to the world, Canada's interests are pursued abroad and Canadians are better able to interpret the world.

#### **Program Activities:**

**Strategic Policy:** leading the formulation of Canada's overall international policy and interdepartmental development of whole-of-government strategies, including public diplomacy.

**Global and Security Policy:** two components as follows:

- a) **International Security**—advocating Canadian international security interests and human security program interests bilaterally and multilaterally, as well as managing the department's responsibilities with respect to security and intelligence.
- b) **Global Issues**—advocating a stronger and more effective multilateral system, capable of addressing Canada's interests in global issues, in particular international economic relations and development, environment and sustainable development, human rights and human security.

**Bilateral Relations:** conducting and promoting Canada's bilateral diplomatic relations in Canada and abroad (two components: North America and the world beyond North America).

#### **Strategic Outcome:**

*Serving Government Abroad:* The Government of Canada delivers its program and achieves its results in a secure environment through cost-effective and efficient services and infrastructure at Canada's missions abroad.

#### **Program Activities:**

**Common Services and Infrastructure (Support from Headquarters and Missions Abroad):** managing and delivering headquarters- and mission-provided common services to government programs and partners operating abroad.

#### **Strategic Outcome:**

*Serving Canadians Abroad:* Canadians travelling or living abroad are provided with effective assistance, guidance, advice and services for their travel documents and consular needs.

#### **Program Activities:**

**Consular Affairs:** managing and delivering consular services to Canadians.

**Passport Canada:** managing and delivering passport services to Canadians (through use of the Passport Revolving Fund).

The department will continue to revise the MRRS-PAA to reflect its ongoing transformation agenda. Any such changes will be subject to approval by Treasury Board of Canada Secretariat. Beginning in fiscal year 2006-2007, the department will present the Office of Protocol as a discrete program activity with its own section in planning and performance documents.

Second, the department's six 2004-2005 priorities (as identified in the November 2004 Strategic Planning Framework and the year's *Report on Plans and Priorities*) link to the strategic outcomes. Those priorities were:

- development of the international policy framework;
- enhanced Canada-U.S. relations (especially security and border issues);
- international threat reduction/counterterrorism;
- strengthened multilateral organizations and key bilateral relationships;
- promotion of democracy, human rights, good governance and the rule of law/implementing the G8 Africa Action Plan; and
- greater innovation throughout the department's operations.

Given the horizontal nature of much of the department's work, some of the six priorities pertain to more than one strategic outcome or program activity, as noted in Sections 1.4 and 2 of this DPR.

### 1.3.4 The Department's Operating Environment

*Financial Resources (\$ millions) (see Figure 1, on following page)*

Total spending authorities for the Department of Foreign Affairs and International Trade (*Foreign Affairs*) in 2004-2005 amounted to \$1,887.6 million (\$1,728.3 million in Main Estimates and \$183.6 million in Supplementary Estimates voted by Parliament), minus Adjustments and Transfers of \$38.9 million (as per the Public Accounts). The department spent \$1,665.0 million (88 percent of authorized spending) during the 2004-2005 fiscal year. The difference between allocated and spent resources is primarily attributable to reduced fees related to Canada's membership in international organizations (\$133.9 million) as well as unused funding pertaining to operating (\$72.2 million) and capital (\$4.1 million) expenditures. The department funds Canada's memberships in international organizations such as the UN, the World Health Organization (WHO) and the International Civil Aviation Organization (ICAO). This benefits the entire Government of Canada, not strictly this department.

The breakdown of the department's financial resources is as follows:

- operating expenditures: about 55.8 percent;
- capital expenditures: about 7 percent; and
- grants and contributions: about 33 percent. (Approximately 73 percent of grants and contributions are assessed contributions to international organizations.)

Passport Canada is a special operating agency, managing and delivering passport services to Canadians through use of the Passport Revolving Fund. As a result, Passport Canada finances its activities with revenue generated from the sale of its products, in accordance with Treasury Board guidelines.

More detailed financial information can be found in Section 3 of this report.

*Human Resources (FTEs) (see Figure 2, on following page)*

FTEs refers to full-time equivalent, the human resources required to sustain an average level of employment over 12 months, based on a 37.5-hour work week. Figure 2 indicates the approximate number of FTEs the department used last year.

The department's workforce is made up of three separate groups: Foreign Service officers, who relocate regularly between headquarters and Canada's missions abroad; non-rotational staff, who work primarily at headquarters in Ottawa; and locally engaged staff at missions abroad. The department has a larger percentage of Francophone employees amongst its indeterminate staff (36 percent) than the public service as a whole (30.8 percent) and a lower percentage of Anglophones (64 percent compared to 69.2 percent). In addition, representation of some designated groups in the department is lower than that of the labour market availability, particularly with respect to visible minorities (7.1 percent compared to 10.4 percent). The department has about the same rate of staff turnover (5.2 percent compared to 5 percent) as other government departments (OGDs).

### 1.3.5 How the Department Evaluates Its Performance

Most assessments of an organization's performance tend to rely heavily on numbers and statistics. However, this approach would not provide a complete picture of this department's performance, given the

Figure 1: Financial Resources (\$ millions)

Strategic Outcome / Program Activity	Planned Spending	Total Authorities	Actual <sup>1</sup>
<b>Advancing Canada's Interests Internationally</b>			
Strategic Policy	69.4	109.8	99.8
Global and Security Policy	728.8	794.2	656.9
Bilateral Relations	119.3	151.2	129.9
<b>Serving Government Abroad</b>			
Common Services and Infrastructure (support from headquarters and missions abroad)	732.7	615.5	578.7
<b>Serving Canadians Abroad</b>			
Consular Affairs	63.8	84.6	78.6
Passport Canada	7.5	13.9	2.5
<b>Total</b>	<b>1,721.5</b>	<b>1,769.2</b>	<b>1,546.4</b>

**Notes:**

1. The financial figure in the Actual column of the Total row (i.e. \$1,546.4 million) excludes the actual spending associated with Corporate Services (\$118.7 million) that are specifically associated with the provision of Corporate and Executive Services.

The difference between "Total Authorities" and "Actual" spent resources is primarily attributable to reduced fees related to Canada's membership in international organizations (\$133.9 million) as well as unused funding pertaining to operating (\$72.2 million) and capital (\$4.1 million) expenditures.

Figure 2: Human Resources (FTEs)

Strategic Outcome / Program Activity	Planned	Actual	Difference
<b>Advancing Canada's Interests Internationally</b>			
Strategic Policy	110.0	110.0	0.0
Global and Security Policy	674.0	674.0	0.0
Bilateral Relations	1,506.0	1,506.0	0.0
<b>Serving Government Abroad</b>			
Common Services and Infrastructure (support from headquarters and missions abroad)	5,465.0	4,800.0	(665.0)
<b>Serving Canadians Abroad</b>			
Consular Affairs	400.0	400.0	0.0
Passport Canada	1,730.9	1,731.0	0.1
<b>Total</b>	<b>9,885.9</b>	<b>9,221.0</b>	<b>(664.9)</b>

scope and nature of its mandate and activities. In fact, it is difficult to employ a single set of performance indicators to evaluate the diverse work associated with each of the department's three strategic outcomes. The reason is simple: While work related to serving government and Canadians abroad lends itself to numerical and statistical analysis, efforts related to advancing Canada's interests internationally must be assessed to a large extent in a much more qualitative manner. For instance, while client surveys and service records are effective and insightful guides as to how well the department is providing passport services, they are not as useful in assessing the department's contribution to international threat reduction and counterterrorism.

Clearly, it is simpler to measure tangible outputs like the number of passports issued than more abstract activities associated with advancing Canada's interests internationally such as the promotion of democracy, human rights, good governance and the rule of law. That is why the department employs both quantitative and qualitative indicators of performance.

*Quantitative indicators:* To evaluate work associated with serving government and Canadians abroad, the department has adopted, or is in the process of adopting, a systematic approach. First, the department's Consular Management and Operations System (COSMOS) tracks each consular case in real time, automatically compiling accurate statistics and identifying trends. Second, Passport Canada measures performance in real time every business day, using an internal control panel display. Both the department and Passport Canada also conduct client surveys each year to solicit feedback on performance. They use all the information gathered to compare actual performance with the service standards they have set, making adjustments accordingly. Third, in providing services to partners co-located at missions abroad, the department has established a generic memorandum of understanding (MOU) and related service delivery standards. These agreements have proven highly effective in resolving outstanding issues related to common services provided by this department to its partners. In fact, 16 such issues were successfully resolved last year.

The department uses various means to gather feedback on its performance in human resources management and identify related issues. These include employee surveys (both public service-wide and departmental);

internal audits and evaluations such as the audit of the Human Resources Management System; the annual report of the Canadian Foreign Service Institute; and the yearly Organizational Health Report and ongoing human resources profiles of branches that are prepared by human resources specialists.

*Quantitative and qualitative indicators:* To measure how it is doing in advancing Canada's interests internationally, the department uses a more complex and diverse group of performance indicators including:

- agreements that Canada has reached with other nations on a bilateral or multilateral basis;
- ratifications related to initiatives (such as the Ottawa Convention to ban landmines) that were led by Canada;
- the degree to which Canadian proposals and interests are included in international agreements and declarations and/or endorsed or implemented by the country, countries and/or organization(s) in question;
- visits between heads of state in Canada and abroad;
- contributions (monetary or non-monetary) to international programs, activities and actions that Canada supports;
- Canadian leadership of international processes or initiatives;
- feedback from opinion leaders and decision makers in Canada and elsewhere as well as from stakeholders and Canadians;
- attendance at events and involvement in activities sponsored by the department to advance Canada's interests as well as feedback from participants;
- domestic and foreign media coverage of Canada and its international role as well as coverage of the department and its activities;
- public opinion research conducted for the department;
- information about the department and its activities derived from other outside sources, including reports like the Landmine Monitor and public opinion research such as the Anholt-GMI Nation Brand Index; and
- use of departmental Web sites and publications by target audiences.

Readers should understand that this description of the department's performance measures is by no means

fixed or exhaustive. The department is trying to ensure that all methods used to measure performance remain trustworthy and credible.

All the performance indicators noted above are referenced in the pages that follow. In addition, this report identifies numerous Internet sites, at which readers can find verification of information provided as well as more detailed information about virtually all aspects of the department and its activities.

It should also be noted that, each year, the department undertakes a series of targeted audits and evaluations throughout its operations in order to provide senior management with information about the effectiveness and performance of its programs (see Corporate Services and Human Resources section for more details on 2004-2005 audits and evaluations). Where applicable, the department's audits and evaluations are based on Results-based Management and Accountability Frameworks (RMAFs) and Risk-Based Audit Frameworks (RBAFs). At present, the department has approximately 30 RMAFs and RBAFs in place for various programs.

### 1.3.6 Context

#### *Internal and external factors affecting the department*

*Internal:* First, the department is in the midst of a major transformation and modernization. It is taking great care to ensure seamless service delivery throughout this transition period. Second, the department continues to enhance security at headquarters and missions abroad to address the ongoing risks of terrorist activities such as the July 2005 London bombings, cyber-crime and espionage.

*External:* As noted in the overview of the IPS, four major factors currently affect Canadian foreign policy. First, the international community faces threats related to terrorism; the transnational spread of disease; natural disasters such as Hurricane Katrina, which flooded New Orleans; environmental degradation and the number of failed/fragile states worldwide. Second, the legitimacy and effectiveness of multilateral organizations are being questioned, prompting the need for urgent reforms. Third, a new distribution of power is

emerging worldwide, with the rise of some major new players, including China, India and Brazil. Fourth, the competitiveness of the global marketplace continues to place enormous emphasis on innovation and productivity. In this environment, it is noteworthy that Canadians are travelling abroad in greater numbers and taking a keener interest in foreign policy issues, including international relief efforts (such as that related to the December 2004 Indian Ocean tsunami), foreign aid (notably by the G8, as highlighted by the Live 8 concerts that preceded the group's 2005 summit), and the treatment of Canadians abroad (particularly in reference to the Maher Arar inquiry and the death of photojournalist Zahra Kazemi in Iran). Not surprisingly, the department continues to face growing demands for its services from partners, clients and the Canadian public.

#### *Risks and challenges*

At present, the main risks are as follows:

- Canada faces disparate but related threats, including terrorism, diseases in the form of international pandemics, cross-border threats to the environment and international crime.
- Canada's prosperity could be adversely affected if political and economic relations with key partners are unproductive, if the global financial architecture suffers significant imbalances, or if the threat of terrorism impedes trade with the U.S.
- Advancement of Canada's interests could be negatively affected by increasing unilateralism worldwide, as well as by the ineffectiveness of multilateral institutions and tools.
- The growth of regional powers worldwide could diminish this country's influence in the international community.

#### *Other environmental factors*

Over the past year, there has been considerable discussion of the future direction of Canadian foreign policy, notably in *At Home in the World: Canada's Global Vision for the 21st Century* by Jennifer Welsh (2004); and *Canada First! Taking the Lead in a Transforming Global Economy*, a report of the Canadian Council of Chief Executives (June 2005) ([http://www.ceocouncil.ca/en/canada/Canada\\_First\\_June\\_28\\_2005.pdf](http://www.ceocouncil.ca/en/canada/Canada_First_June_28_2005.pdf)).

A number of publications have also addressed key global issues, particularly UN reform and the attainment of the Millennium Development Goals, as follows:

- In June 2005, the United States Institute of Peace published recommendations on UN reform entitled *American Interests and UN Reform* ([http://www.usip.org/un/report/usip\\_un\\_report.pdf](http://www.usip.org/un/report/usip_un_report.pdf)).
- In March 2005, the UN Secretary-General issued a report entitled *In Larger Freedom: Towards Security, Development and Human Rights for All* (<http://www.un-ngls.org/UN-report-largerfreedom.pdf>). The UN also issued a *Millennium Development Goals Report 2005* (<http://www.unmillenniumproject.org/documents/MDG%20Book.pdf>).
- In December 2004, the UN released *A More Secure World: Our Shared Responsibility*, the Report of the Secretary-General's High-Level Panel on Threats, Challenges and Change (<http://www.un.org/secureworld/>).

The House of Commons Standing Committee on Foreign Affairs and International Trade has issued reports on a broad range of issues over the past year, including an emerging markets strategy for Canada, international aid, the humanitarian crisis in Darfur and the participation of Israel in the UN.

The Senate Standing Committee on Foreign Affairs is conducting a special study on Africa, focusing on development and security challenges, the response of the international community, Canada's policy related to Africa and Canadian involvement in that continent. The Senate Committee also released a report on Canada's relations with the Muslim world in March 2004 (<http://www.parl.gc.ca/committee/CommitteePublication.aspx?SourceId=76222>). The government agreed with the main actions proposed by the committee. Within the department, a working group on relations with Muslim communities is working on issues discussed in the government's response.

According to an October 2004 Environics survey done for the Department of Foreign Affairs and International Trade (*Foreign Affairs*), Canadians think well of the department's performance in handling five key issues (representing Canada internationally, promoting world peace and security, addressing Third World poverty, promoting human rights internationally, and helping Canadian travellers in trouble).

However, there was a decline in satisfaction from the previous year (a drop of between 3 and 10 percentage points) for all but the last issue. This decline in satisfaction with the department's performance is one of the factors it hopes to address by transforming its operations and focus, in accordance with the IPS.

In August 2005, the second quarterly Anholt-GMI Nation Brand Index was released, providing a ranking of 25 countries worldwide in terms of the global appeal of their nation brands ([http://www.gmi-mr.com/gmipoll/nbi\\_q2-canadian-press-release.phtml](http://www.gmi-mr.com/gmipoll/nbi_q2-canadian-press-release.phtml)). Canada, a new entry in the survey, ranked second only to Australia in most elements surveyed, including best places to work, live and expand business; people and governance. Of particular importance to this department was the poll's finding that Canada also ranked second, after Switzerland, in terms of the degree to which respondents trust the federal government to make responsible decisions and uphold international peace and security. A total of 10,000 consumers from 10 countries took part in the survey. Participants were not asked about their own countries.



Canadian Embassy, Paris



Canadian Embassy, Washington

## 1.4 Summary of the Department's Performance in 2004-2005

As noted in the Minister's Message, the Government of Canada is currently refocusing and reinvigorating Canadian international policy and global engagement. The Department of Foreign Affairs and International Trade (*Foreign Affairs*) is at the centre of this effort.

Following is a summary of the key achievements made by the department last year, organized by strategic outcome. Under each outcome, the relevant main priorities from the department's 2004-2005 *Report on Plans and Priorities* are repeated in bold. Also discussed are the department's accomplishments related to its commitments (listed in Section 4.4 of the RPP, at [http://www.tbs-sct.gc.ca/est-pre/20042005/FAC-AEC/FAC-AECr4501\\_e.asp#section4.4](http://www.tbs-sct.gc.ca/est-pre/20042005/FAC-AEC/FAC-AECr4501_e.asp#section4.4)). While most of the department's commitments are ongoing, most of its plans for 2004-2005 have been accomplished. Some achievements exceeded expectations, but some planned activities require further improvement. Areas in which improvement is needed will be addressed in the department's 2006-2007 *Report on Plans and Priorities*.

The 2004-2005 achievements highlighted below—and many others—are discussed in greater detail in Section 2 of this report.

### 1.4.1 Strategic Outcome: Advancing Canada's Interests Internationally

**Development of an international policy framework:** The centrepiece of the department's work in 2004-2005 was its leadership role in developing the government's IPS (<http://www.dfait-maeci.gc.ca/cip-pic/>

[ips/ips-en.asp](http://www.dfait-maeci.gc.ca/cip-pic/ips/ips-en.asp)). The product of extensive consultation with federal and provincial/territorial partners, the IPS establishes a much more strategic and coordinated approach to advancing this country's international agenda. In essence, the IPS recognizes the world's changing geopolitical landscape, as well as the complexity of the issues Canada faces, and provides a whole-of-government, whole-of-Canada approach to international relations, including reinvestment in Canada's international instruments such as its diplomatic representation, foreign aid and national defence. It also includes new initiatives aimed at making Canada's international policies more effective and influential, including:

- establishment of the Global Peace and Security Fund to enable a faster, more effective Canadian response to protect people in failed and failing states;
- establishment of the Stabilization and Reconstruction Task Force (START) to coordinate Canadian responses to international security crises and contribute to international emergency support; and
- greater emphasis on policy capacity, public diplomacy, greater skills development for departmental employees, and more flexible and strategic deployment of resources abroad.

The IPS also recognizes that public diplomacy is an essential element in efforts to achieve Canada's foreign policy objectives. That is because public diplomacy broadens Canada's dialogue with other nations, supports our advocacy efforts and increases international awareness of this country as well as its influence on the world stage.

Establishment of the IPS, although critically important, is only the first step. Next, the department must do all it can to expedite its smooth implementation. One way in which this is being done is through two new inter-departmental committees, involving Deputy Ministers (DMs) and Assistant Deputy Ministers (ADMs), which support the Cabinet Committee on Global Affairs. In terms of the IPS, these committees will help to ensure a more cohesive, government-wide approach to implementation as well as coordination of international issues at the most senior levels of government.

Regular follow-up on IPS implementation is assured by the related annual update to Parliament to begin

next year. This will increase engagement of parliamentarians in Canada's international policies.

**Enhanced Canada-U.S. relations (especially security and border issues):** The IPS fully reflects a globally engaged Canada but also a Canada firmly rooted in North America. It also underscores that this country's most important bilateral relationship is with the U.S. The Canada-U.S. relationship is complex, affecting all of the department's programs and priorities.

The Canada-U.S. relationship received new impetus and prominence through three major events in 2004-2005: the Prime Minister's visit to the U.S. (<http://www.pm.gc.ca/eng/news.asp?id=199>); and the U.S. President's first official trip to Canada (<http://www.pm.gc.ca/eng/news.asp?id=341>) generated a number of important bilateral agreements on issues such as security and economic opportunity; and the meeting of the U.S. and Mexican Presidents and the Prime Minister in Texas (<http://pm.gc.ca/eng/news.asp?id=443>) launched the North American Security and Prosperity Partnership.

Over the past year, the department has undertaken several other key initiatives in Canada-U.S. relations as follows:

- To strengthen Canadian advocacy and business development in the U.S. and promote a whole-of-government approach to Canada-U.S. relations, the department continued its collaboration with eight other departments and agencies on the Enhanced Representation Initiative (ERI). According to direct feedback, partner departments were satisfied with the help the ERI provided in delivering advocacy and business development services in the U.S.
- To make Canadian advocacy in the U.S. more strategic, the department established the Washington Secretariat at the Canadian Embassy in the U.S. capital. The secretariat has two units, one supporting the activities of Parliament and the other enhancing provincial representation in the U.S.
- To increase awareness of Canada and its interests in the U.S., the department undertook a more targeted approach to engaging U.S. decision makers and opinion leaders. For instance, it launched new Web sites on Canada for U.S. audiences (<http://www.canadianally.com/ca/> and [\[matterstous.com/cm/\]\(http://matterstous.com/cm/\)\) and sponsored more strategic events, at which Canadian representatives spoke with American leaders. Overall, usage rates of the department's Web sites on Canada-U.S. relations increased 19 percent last year, with a total of 22 million hits.](http://www.canada</a></li>
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- And, to increase cohesive engagement of Canadian partners in Canada-U.S. relations, the department undertook a number of measures, including publication of a widely distributed weekly *Advocacy Report Card* to provide information on the activities of Canadian missions in the U.S. as well as policy updates on key bilateral issues.

Meanwhile, there was continued implementation of the pivotal Canada-U.S. Smart Border Action Plan. Highlights included development of an agreement to share information on high-risk travellers entering either country as well as establishment of the Safe Third Country Agreement at the land border between the two countries, which enables Canada to better manage the flow of refugee claimants and reduce abuse of its asylum system. Other security-related initiatives of particular significance were amendment of the North American Aerospace Defence Command (NORAD) Agreement to make its missile warning available to the U.S. commands conducting ballistic missile defence, and establishment of new integrated Marine Security Operations Centres to strengthen security on the Great Lakes and St. Lawrence Seaway.

#### **International threat reduction/counterterrorism:**

One of the most significant issues facing the international community today is terrorism and other security threats.

The G8 Global Partnership Against the Spread of Weapons and Materials of Mass Destruction ([http://www.dfait-maeci.gc.ca/foreign\\_policy/global\\_partnership/menu-en.asp](http://www.dfait-maeci.gc.ca/foreign_policy/global_partnership/menu-en.asp)), initiated under Canada's leadership at the Kananaskis Summit and building upon earlier U.S. efforts, now involves 22 nations working cooperatively to reduce risks associated with weapons and materials of mass destruction. Over the past year, Canada has made many valuable contributions to this program, including:

- funding projects to shut down Russia's weapons-grade plutonium-producing reactor in Zheleznogorsk;
- dismantling three Russian nuclear-powered submarines;
- carrying out critical infrastructure work at the Chemical Weapons Destruction Facility in Shchuch'ye (Kurgan Oblast); and
- funding research projects and other activities to redirect former weapons scientists in Russia and elsewhere in the former Soviet Union toward peaceful employment.

Former U.S. Senator Sam Nunn, co-chairman of the Nuclear Threat Initiative, a non-governmental organization working to reduce the threats from nuclear, biological and chemical weapons, recognized Canada's prominent role in the G8 Global Partnership at a February 2005 press conference in Washington DC ([http://www.dfait-maeci.gc.ca/foreign\\_policy/global\\_partnership/contribution\\_agreement-en.asp](http://www.dfait-maeci.gc.ca/foreign_policy/global_partnership/contribution_agreement-en.asp)). He said, "Canadians have a long and impressive record on threat reduction work. Canada played a very important role in the G8 Global Partnership Against Weapons and Materials of Mass Destruction—in both creating this important initiative and in working diligently to get it funded."

Canada has played a leadership role in advancing key international counterterrorism initiatives. These include enhanced aviation and marine security initiatives and strengthened international efforts to combat document fraud, including ensuring more secure identity and travel documents, enhanced cooperation among law enforcement and legal practitioners, and information sharing. Canada's leadership role has been demonstrated by agreements reached in international forums such as in the G8 Sea Island Summit, the Asia-Pacific Economic Cooperation forum (APEC), the ASEAN Regional Forum (ARF), the Organization of American States (OAS) and the Organization for Security and Cooperation in Europe (OSCE). Canada has also provided international counterterrorism capacity-building assistance through training and workshops on anti-terrorism legislation, anti-terrorism financing, aviation and marine security, effective border management and document security. This assistance, provided in collaboration with APEC, the Commonwealth, the OAS, the UN Office on Drugs and Crime and other international partners, has been appreciated

by recipients, participants and partners, as evidenced by formal and informal feedback. Given the growing international demand for Canadian assistance, the department has created a permanent Canadian Counter-Terrorism Capacity-Building Program in collaboration with 19 other federal departments and agencies. The program, announced in the April 2004 National Security Policy, is housed within this department and will contribute to enhanced security for beneficiary states and for Canadians at home and abroad.

In various hot spots around the world, Canada played an active role in addressing conflicts and reducing threats. For instance, this country took part in the North Atlantic Treaty Organization (NATO) mission in Afghanistan and provided police and corrections advisors to the UN assistance mission in that country (<http://www.canada-afghanistan.gc.ca/menu-en.asp> for more information on Canada's role in Afghan reconstruction). Canada made a significant contribution to the multinational interim force (from March to August 2004) as well as the ongoing UN stabilization mission in Haiti, including appointment of an RCMP officer as the UN police commissioner. This country also contributed to international efforts to resolve the crisis in Darfur by providing helicopters and other critical military and police support to the African Union mission in Sudan.

Another initiative in which Canada continued to play a prominent role—the 1997 Ottawa Convention to ban landmines (<http://www.mines.gc.ca/menu-en.asp>)—has been one of the great success stories in international disarmament and humanitarian cooperation. Nearly three-quarters of the world's countries are parties to the Convention. Only 15 nations retain a production capacity, down from over 50 in 1999. There is no longer any official trade, and new uses of anti-personnel mines are relatively rare. Signatory nations have destroyed over 37 million stockpiled mines, and large tracts of land have been cleared and returned to productive use. (For more information on current landmine status, see the Landmine Monitor's Web site at <http://www.icbl.org/lm>.) The International Campaign to Ban Landmine's decision to deposit both its Nobel Peace Prize and archival records in Canada (Library and Archives Canada) reflects Canada's intensive involvement in the global fight against landmines and the view that Ottawa is a natural home for the archives.

In 2004-2005, Canada provided more than \$27.2 million to some 90 projects in more than 60 mine-affected countries, and helped countries in every region of the world to meet their Convention obligations. During this period, three additional nations formally joined the Ottawa Convention: Estonia, Ethiopia and Papua New Guinea.

**Strengthened multilateral organizations and key bilateral relationships:** Canadians have always believed in the collective action of sovereign countries in addressing the challenges we all face in the international community. That is why Canada is contributing actively to the reform of key multilateral institutions. Over the course of the last year, it worked to reform not only the UN but also the Organization for Economic Cooperation and Development (OECD) and La Francophonie.

As this critical time in the UN's history, it is useful to recall the mix of pessimism and hope that led to the creation of the organization in 1945. As we did at that time, Canadians are working energetically now to ensure that the UN effectively upholds its ideals in a changing world. Canada is the seventh-largest contributor to the UN's regular budget, and is one of the few member states to always pay on time, in full and without conditions.

To mark its 60th birthday—and the fifth anniversary of the Millennium Declaration on reducing global poverty—world leaders will gather in New York in September 2005 to consider a package of reforms proposed by Secretary-General Kofi Annan (see more on Canada and the UN at 60 in *Canada World View* at <http://www.dfait-maeci.gc.ca/canada-magazine/menu-en.asp>).

Over the past year, Canada has submitted proposals and recommendations to the UN on reform of that body, both on its own as well as in partnership with other countries (see the following Web sites):

- [http://w01.international.gc.ca/minpub/Publication.asp?publication\\_id=381557&Language=E](http://w01.international.gc.ca/minpub/Publication.asp?publication_id=381557&Language=E)—Canada and other members of the Group of Friends on United Nations Reform; and
- <http://www.un.int/canada/english.html>—Canada on Security Council enlargement.

The Prime Minister continued to promote his innovative idea of an L20 of world leaders at the 2004 World

Economic Forum in Davos, Switzerland and other key meetings. According to a September 2004 paper prepared by the director of the University of Toronto G8 Research Group, “there is now a growing consensus that the global community could benefit from a leaders’ level meeting of the G20. Some leaders of the systemically important G20 countries have welcomed an elevation of the G20 [of finance ministers] to a leaders’ level encounter. Some consequential members of the G8 have expressed a serious interest as well” ([http://www.g7.utoronto.ca/scholar/kirton2004/kirton\\_040922.html](http://www.g7.utoronto.ca/scholar/kirton2004/kirton_040922.html)). Meanwhile, the United Nations University Press published a book of essays on the L20 idea, entitled *Reforming from the Top: A Leaders’ 20 Summit* (<http://www.unu.edu/unupress/2005/reformingfromtop.html>), in October 2005. The book makes a case for why an L20 would be a worthwhile addition to the international architecture.

In terms of Canada's key bilateral relationships, Mexico has moved to the forefront of this country's foreign policy. Mexico has become Canada's fifth-largest trading partner worldwide. The Mexican government has identified Canada as a strategic partner, particularly with respect to governance issues, and as a model for reforms and potential ally in their bilateral agenda with the U.S. The October 2004 visit to Ottawa by Mexican President Vicente Fox promoted bilateral policy coherence in areas such as the environment and foreign policy, and established agreements on various issues, including academic cooperation, climate change and health care. A key outcome of the visit was the setting up of the Canada-Mexico Partnership, a high-level public-private forum designed to strengthen bilateral economic and policy cooperation in areas such as North American competitiveness, human capital, and housing and urban issues.

Other especially noteworthy bilateral initiatives in 2004-2005 included the following:

- Implementation of the March 2004 Canada-EU Partnership Agenda ([http://www.dfait-maeci.gc.ca/canadaeuropa/partnership\\_agenda-en.asp](http://www.dfait-maeci.gc.ca/canadaeuropa/partnership_agenda-en.asp)) began in the past year. The agenda contains more than 50 initiatives intended to deepen and revitalize the Canada-EU relationship, and to help to deal effectively with issues of global concern.
- Progress was made in deepening bilateral relations with Brazil during Prime Minister Martin's trip to that country in November 2004.

Canada and Brazil signed a joint declaration (<http://www.pm.gc.ca/eng/news.asp?id=333>) calling for stronger ties as well as a global and hemispheric partnership.

- The India-Canada Joint Statement (<http://www1.pm.gc.ca/eng/news.asp?id=391>), which was announced during Prime Minister Martin's January 2005 visit to India, underlined that country's support for his L20 initiative, and reaffirmed bilateral dialogues on international and regional issues as well as commitments to cooperate on science, technology and the environment.
- The same month, the Prime Minister visited Japan, resulting in a Joint Statement with that country ([http://www.dfait-maeci.gc.ca/asia/japan/2005\\_Joint\\_Statement-en.asp](http://www.dfait-maeci.gc.ca/asia/japan/2005_Joint_Statement-en.asp)).
- Also in January 2005, Canada signed 10 accords with China to strengthen Sino-Canadian ties on issues such as culture and education, communications and scientific cooperation. Canada's embassy in China is its third largest in the world.
- The department continues to deliver various public diplomacy programs, including academic and cultural programs, projecting Canada as a dynamic, innovative, well-governed, sophisticated country and as a trustworthy ally and partner. This helps to increase awareness of Canada internationally. One related event last year was Canada-France 2004-2008, in which the department sought to modernize the image of Canada in France, strengthen Canada-France partnerships and networks, celebrate Canadian linguistic duality and cultural diversity, and commemorate four centuries of dialogue. Opinion polls in France conducted before and after the event showed a clear improvement in perceptions of Canada.
- The department's Public Diplomacy Program also funded 71 projects that enabled Canadians across the country to gain a better understanding of their country's foreign policy and Canada's role in the world. The program continued to engage official language minority communities and youth, with 22 percent and 80 percent of projects supporting these groups respectively. An independent survey of program grant recipients, conducted in early 2005, provided positive feedback about the impact of the program. For example, 96 percent agreed or strongly agreed that they had gained a greater awareness of Canada's international role, while 94 percent agreed or strongly agreed that

they had improved their understanding of global issues and realities through the program.

**Promotion of democracy, human rights, good governance and the rule of law / implementing the G8 Africa Action Plan:** Canadian foreign policy has always tried to advance the concerns of people around the world who seek freedom, stability, democracy and a better life. Canada continues to provide international leadership in the development and advancement of a human security agenda.

Canada hosted and chaired a ministerial meeting of the multinational Human Security Network in May 2005, which produced a statement on human security and UN reform (<http://www.humansecuritynetwork.org/docs/31may2005-e.php>). The department's successful Human Security Program (HSP) funded 200 projects in over 25 countries around the world last year, dealing with issues such as enhanced diplomatic leadership and advocacy, capacity building and protection of civilians. A number of these initiatives were undertaken in partnership or supported the work of OGDs including CIDA, the International Development Research Centre (IDRC), the RCMP, Justice Canada, the Financial Transactions and Reports Analysis Centre of Canada (FINTRAC), Corrections Canada and National Defence. HSP support enabled Canada to take international leadership on such major issues as the promotion of the Rome Statute and the International Criminal Court (ICC), the Kimberly Process on conflict diamonds, the "Responsibility to Protect" debate, and the threat posed by the proliferation of small arms and light weapons. An independent evaluation of the first five years of the HSP concluded that it "is an effective tool to further Canada's human security strategy."

The majority of HSP-funded projects in Africa directly supported the G8 Africa Action Plan, of which Canada was a principal architect. Projects included deployment of two Canadian experts to the UN Development Programme for one year to assist with national preparations for disarmament, demobilization and reintegration in Sudan. Furthermore, in collaboration with Industry Canada, Health Canada, the Department of International Trade and CIDA, the department assisted the government in passing and bringing into force the Jean Chrétien Pledge to Africa Act. This legislation enables Canadian generic drug

manufacturers to produce and export generic versions of certain pharmaceutical products (those currently under patent in Canada) to countries that are unable to produce them. This makes Canada the first country to have implemented the World Trade Organization's decision on trade-related aspects of intellectual property rights, allowing developing countries to access affordable medicines. The department has organized information sessions at the UN for developed and developing country partners, while facilitating their sharing of information with Health Canada and Industry Canada.

In significant initiatives related to Asia Pacific, the department took the lead in guiding the government's response to the December 2004 Indian Ocean tsunami. The department ensured that Canada's humanitarian response to the disaster was robust, timely and well coordinated with the broader efforts of the international community and that the consular needs of Canadians in the region were effectively met. Meanwhile, Canada was a main contributor to the anti-corruption agenda of APEC. Canada has been instrumental in establishing APEC's anti-corruption task force ([http://www.apec.org/apec/apec\\_groups/other\\_apec\\_groups/anticorruption.html](http://www.apec.org/apec/apec_groups/other_apec_groups/anticorruption.html)) and in shaping the direction of its work. Its first meeting is to be held in September 2005.

In December 2004, Canada sent its largest-ever election observer delegation to the Ukrainian presidential runoff vote, drawing from volunteers who were selected from over 4,000 applications received by CANADEM, a Canadian NGO specializing in the selection and provision of election observers worldwide. This mission was the inaugural project of Canada Corps, an initiative aimed at engaging Canadian expertise to support good governance programming in developing and transition countries, and fragile states. Supporting democratic elections, such as the re-run presidential election in Ukraine, is an example of how Canadians can make a difference (see the final report of the observer mission, which was headed by former Prime Minister John Turner, at [http://www.acdi-cida.gc.ca/cida\\_ind.nsf/vall/7439D1DD82640FAB8525700B0066A592?OpenDocument](http://www.acdi-cida.gc.ca/cida_ind.nsf/vall/7439D1DD82640FAB8525700B0066A592?OpenDocument)). Readers should note that Canada Corps was transferred to CIDA in November 2004.

In the Middle East, Canada provided police trainers and senior advisors to the Jordan International Police

Training Centre and the Iraqi Ministry of the Interior in Baghdad to support capacity building in Iraq's security sector. This department contributed to Canada's support for the Palestinian Authority presidential election by providing technical expertise as well as assistance with voter registration and deployment of election observers.

Around the world, the department's Young Professionals International initiative provided international job placements and enhanced labour market skills for 464 Canadian young people through 47 projects that reflect the department's mandate. About 40 percent of these placements focused on issues such as democratic development, good governance, human rights, human security and the rule of law. At a reunion of international interns in March 2005, the feedback from participants was positive (<http://www.dfait-maeci.gc.ca/youth/ypijpi/success-en.asp>). For instance, Bernard Koszyk said his internship, sponsored by the department and the University of Toronto's Munk Centre for International Studies, gave him skills in business development, international finance, international exports, and a network of contacts in the industry. Of her experience with the program, Jasmine Jarjour said, "I wish that every Canadian had the opportunity to do it because it's such a great way to learn about yourself and learn about a new culture and see how Canadians are thought of around the world."

#### 1.4.2 Strategic Outcome: Serving Government Abroad

The department provides essential services and infrastructure at its headquarters and network of missions abroad. These services encompass accommodation, human resources, security, financial and property management, audit and evaluation, and information and technology. Working with 20 federal departments and 9 provincial departments, agencies and foreign governments, the Department of Foreign Affairs and International Trade (*Foreign Affairs*) manages this infrastructure and its related services in support of Government of Canada priorities around the world.

As of April 2004, these services are now governed by a generic MOU (<http://lbp.dfait-maeci.gc.ca/smd/mous-en.asp>) and related service delivery standards, in response to the request from partners for greater equity,

consistency, transparency and value for money. Department-specific annexes are now being developed, and an Interdepartmental Working Group on Common Services Abroad has been established to advance consultation with federal partners on this issue.

Last year, the department made improvements to the provision of common services abroad to make the process more efficient. As a result, 471 position changes were processed, with a net addition of 271 positions abroad. Of these new positions, 148 belong to this department, while 123 belong to partners such as Citizenship and Immigration Canada and CIDA. The Foreign Affairs positions are mainly program-related and primarily associated with the Enhanced Representation Initiative in the U.S. These new positions reflect strong overall growth in Government of Canada representation abroad.

The department finalized a framework for planning and managing growth in personnel at missions abroad, an important development given the ongoing expansion of international operations by federal and provincial partners. The department also continued its work to develop a protocol governing the opening, closing and reclassification of missions, emphasizing interdepartmental consultation on any such transactions.

The ERI has increased government-wide capacity for more focused advocacy in the U.S. Canada has now opened new consulates general in Miami and Denver; new consulates in Anchorage, Phoenix and Philadelphia; and a new trade office in Tucson. At the same time, it recruited eight additional honorary consuls.

Meanwhile, the department assigned Foreign Service officers to head up offices in Lithuania and Slovakia for the first time. The presence of Canadian representatives in these two new member countries of NATO and the EU will enable Canada to undertake more effective advocacy there. It will also help increase awareness of Canada and its values in both countries.

Around the world, the department manages more than 2,300 properties worth some \$2 billion. In Berlin, a new chancery has been completed, and preparations for relocating to it were finalized. Officially opened by Governor General Adrienne Clarkson in April 2005, it provides an excellent venue from which to reinforce Canada's relationship with Germany, a key G8 and EU

partner. At the opening ceremony, she remarked that the new chancery "will give a delightful and informed sense of Canada, with its rich and enormous geography. It contains wood from British Columbia and Quebec, and stone from Manitoba and Ontario. There are evidences of artistry here everywhere that you move and look." The guest of honour at the opening, German Foreign Minister Joschka Fischer, said the embassy will contribute to the character of the new centre of Berlin. German filmmaker Wim Wenders commented that the building, like Canada, "is open to the outside and inside; it represents this beautiful country."

Progress was also made on various other management projects worldwide, which decreased by about 20 per cent the number of missions abroad that are experiencing chancery space shortages. Capital chancery projects were completed in Berlin and Ankara, while those in Dhaka, The Hague and Rome were under construction. Others in Abuja, Amman, Havana, Lima, Rabat, Tehran and Paris moved to the planning and design stage. Consultations were completed preparatory to seeking Treasury Board approval to institute a property growth charge. This will require other departments co-located at missions to share the costs of new property infrastructure that is needed to accommodate growth in their international operations.

Meanwhile, the Department of Foreign Affairs and International Trade (*Foreign Affairs*) maintained its ongoing investment in information technology, an essential tool throughout its operations. It continued to supply reliable common services at over 160 of the 300 points of service around the world, handling change and growth. This was supported by the department's ongoing reinvestment in equipment, training and engineering.

Canadians continued to regard departmental Web sites as a major source of information (an average of 45,000 visits a day last year). Always a leader in Web site design and innovation, the department continued to play a key role in further enhancing its own Internet presence as well as the international components of the Government of Canada Web site. It led ongoing improvements in the gateway for non-Canadian clients (<http://canadainternational.gc.ca>) and overall electronic service delivery. The gateway continues to provide a single point of access to information and services

related to doing business with Canada; visiting, working or studying in Canada; and exploring Canada's role in the world. An improved version of the gateway was launched in 2005, after exhaustive client research. To date, response from users has been positive.

### 1.4.3 Strategic Outcome: Serving Canadians Abroad

If Canada is to remain globally engaged, its citizens must be active participants on the world stage. As Canadians play a growing role internationally, there is an increased need for them to have quick, reliable access to consular and passport services.

In 2004-2005, there was a 10 percent increase in the services and information requested by Canadians, compared to the previous year. High-profile consular cases were better managed as a result of initiatives undertaken in 2004-2005. Likewise, the department's capacity to handle after-hours emergencies as well as the consular aspects of major world crises continues to improve through innovative use of technology applied to tools such as the Registration of Canadians Abroad (ROCA) system. Of all consular cases opened in 2004-2005, fully 82.5 percent were successfully closed during the same fiscal year. An on-line survey of clients, undertaken in August/September 2004, found that 88 percent were satisfied or very satisfied with the consular services they received.

Ongoing enhancements were also made to the consular Web site (<http://voyage.gc.ca>), which provided several updates last year on key issues such as avian flu and the December 2004 Indian Ocean tsunami. Canadians accessed this site in record numbers (an average of 241,667 hits per month, a 25 percent increase over the previous year).

The tsunami presented the biggest challenge for delivery of consular services last year, as the department coordinated the government-wide response. The department's Emergency Operations Centre received an unprecedented 100,000 calls from concerned friends and relatives of Canadians residing or vacationing in the affected areas. A review of the department's management of Canada's response to the tsunami resulted in an action plan, developed by the Consular Affairs

Bureau, to improve management of the department's emergency response. The bureau has purchased improved emergency response equipment and hired a company to develop training models. It is now working with Human Resources Branch to develop a staff roster for a multifaceted rapid deployment team.

In a world increasingly occupied with security issues, Passport Canada continues to apply the latest technology and thinking to enhance the integrity and safety of the Canadian passport and other travel documents. In 2004-2005, Passport Canada issued over 2.6 million passports, a 4.37 percent increase over 2003-2004. It also undertook several key measures, including:

- continuation of its extensive research and development related to the e-passport (containing an embedded electronic chip, in keeping with commitments made in the National Security Policy);
- amendment of the Canadian Passport Order to prescribe national security as grounds to refuse or revoke a passport and to provide legal authority to proceed with e-passport and facial recognition technologies; and
- establishment of MOUs with Correctional Services Canada, the RCMP's Canadian Police Information Centre, the Canada Border Services Agency, and Citizenship and Immigration Canada on the sharing of information needed to strengthen passport watch lists and improve enforcement of the Canadian Passport Order.

Passport Canada conducts an annual client survey to find out overall satisfaction with services provided and to set new goals for further improving service. Last year, rates of client satisfaction improved, approaching pre-9/11 levels. Nonetheless, Passport Canada is aware that more work is needed to fully meet commitments made for 2004-2005.

### 1.4.4 The Department's Transformation Agenda

**Greater innovation throughout the department's operations:** In late 2004, the department created an Office of Innovation and Excellence to help drive transformation. Of more than 160 innovative ideas it proposed, 20 were approved as priority projects related to organizational structure and governance, political /

economic renewal, representation abroad, consular services, human resources and information systems.

One of the first major developments was the ongoing alignment of organizational structures and budgets with the IPS. This has laid the groundwork for further major changes in the department's corporate structure and operations. Other key developments have been:

- reduction of the geographic branches from four to two (North America and Bilateral Relations);
- establishment of a combined central Strategy and Services Bureau to support the geographic branches, allowing them to focus more on core tasks; and
- creation of a new Global Issues Branch to improve Canadian foreign policy on global issues such as failing states, conflict prevention, promotion of democracy and human rights, and climate change.

The transformation agenda exceeds commitments made in the 2004-2005 RPP (under the heading of Forging an Innovative Organization). It also incorporates priorities identified by the Clerk of the Privy Council in his 12th Annual Report to the Prime Minister on the Public Service of Canada.

The department is focused more intensively than ever on ensuring that the right people are in the right places. Over the past year, key accomplishments include the establishment of a new performance management program for employees below the executive level, focused on competencies and results (eight other departments have expressed interest in adopting the system); improved alignment of human resources planning with business planning, as required by the Public Service Modernization Act; and first steps in implementation of the new Foreign Service classification standard and pay structure, a key component of the Government of Canada's strategy to revitalize the Foreign Service. The president of the Professional Association of Foreign Service Officers called the group's new collective agreement "a significant step forward for the FS group as a whole."

The department also made progress in meeting government-wide objectives related to human resources modernization, workforce diversity, and official languages and learning. Leading accomplish-

ments included creation of a Values and Ethics Unit, which is developing a roadmap and taking a lead role in development of the code of conduct for Canadian representatives abroad; and implementation of a training program on bias-free recruitment and diversity as well as a strategy for training in official languages. It should also be noted that the department's new recruitment strategy addresses employment equity for designated groups through accelerated internal promotions, and its 2005 recruitment campaign addresses the need for increased representation of designated groups in certain occupational categories.

Meanwhile, the department had a number of important accomplishments with respect to corporate services, which includes overall administration as well as management of finance, information technology, materiel, property and contracting. They included revision of the department's MRRS-PAA to reflect the transformation agenda; establishment of a corporate task force within the Department of Foreign Affairs and International Trade (*Foreign Affairs*) to realign the department's budgets with its new organizational structure, review resource allocations and develop a model for alternative means of delivery of common services at missions abroad; and continued leadership government-wide in making ongoing enhancements to international components of the Government of Canada Internet presence, which was ranked first among 22 countries evaluated for the fifth consecutive year by Accenture's latest report on e-government ([http://www.accenture.com/xd/xd.asp?it=caweb&xd=locations/canada/insights/studies/leadership\\_cust.xml](http://www.accenture.com/xd/xd.asp?it=caweb&xd=locations/canada/insights/studies/leadership_cust.xml)).

The corporate task force identified resources to meet Treasury Board expenditure reduction targets, which were approved by senior management. The funds were drawn from specific sectors and programs to avoid a flat tax across the department.

The department has taken care to increase the transparency and accountability of its operations, in response to the increased public focus on these issues generated by the Gomery inquiry. The department achieved significant progress on its modern management comptrollership agenda by reviewing its financial and accounting policies, procedures and systems to ensure compliance with government-wide requirements. In so doing, the department also took into

account the demands of the global financial management environment as well as the need for a strong financial management and control framework to support its own operations as well as those of the Department of International Trade.

The Department of Foreign Affairs and International Trade (*Foreign Affairs*) updated its funding framework to ensure that its senior financial officer confirms the soundness of financial and resource information contained in all its Memorandums to Cabinet, in accordance with Treasury Board requirements. This framework ensures that, when the department expands programs and services, funding is allocated to corporate services providers to enable them to maintain service levels and standards. Meanwhile, to improve resource management, the department created the Area Management Advisor Council to make recommendations to senior management on resource and comptrollership issues.

Readers can find a more complete summary of the achievements of Corporate Services and Human Resources in Section 2.4.

#### 1.4.5 Lessons Learned

The application of lessons learned is a key element in the department's continuous efforts to generate benefits for Canadians.

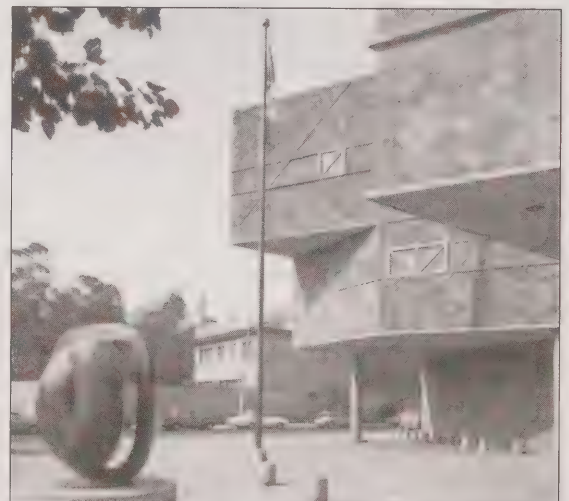
- Experience in recent years has shown that Canada needs to strengthen its global network of missions. This issue is being addressed by the IPS as well as the department's transformation agenda, which includes reallocation of resources from headquarters to missions abroad. In fact, the Foreign Affairs Minister has set a resource allocation target that would evenly divide staff between Ottawa and the missions by 2010.
- The department is responding to the fact that its policy capacity lags behind that of comparable foreign ministries as well as federal partners. It recognizes the need for stronger, more regular engagement in policy analysis and development with the core international departments and agencies such as the Department of National

Defence and CIDA as well as the provinces and territories. This will ensure a whole-of-Canada approach to international policy. The department also must adapt to the accelerating convergence of domestic and international policies.

- The department is improving its passport and consular services in order to better meet requirements for more secure travel documents and demands for more timely and targeted travel information. Such improvements are referenced in the IPS.

#### 1.4.6 For More Information

Readers should note that the performance information contained in the summary above provides only a snapshot of the department's main achievements in 2004-2005. Fuller details of these and other important work done by the department in the past year are presented in Section 2 of this report. Readers may also wish to consult the index at the back of this report for quicker reference to a specific program or issue.



Canadian Embassy, Mexico

# Analysis of Performance by Strategic Outcome



Canadian Embassy, Berlin

## Section 2

This section of the DPR presents a detailed analysis of the department's performance against the plans and priorities as described in the 2004-2005 RPP, and as they relate to the department's three strategic outcomes based on the program activities set out in the department's PAA.

Under each strategic outcome, the information is presented as follows:

1. **Our mandate in relation to the program activity** describes the corresponding program activity(ies) and what each is looking to accomplish in relation to the department's mandate.
2. **How we pursue our long-term outcome** demonstrates the linkage between departmental activities, outputs and strategic outcomes. This also describes the roles and responsibilities of some of the key partners that are involved in common initiatives with the department.
3. **Our working environment** describes the conditions under which the department manages itself.
4. **Accomplishments against priorities** identifies plans, priorities and commitments made in the 2004-

2005 RPP in relation to the strategic outcome and program activity(ies) under discussion.

5. **Performance assessment** presents some of the performance indicators used by the department to assess its performance.

6. **Achievement analysis and lessons learned** outlines key programs and/or services of the department that contribute to the strategic outcome and how they relate to the results achieved.

Readers will find a table presenting a summary of the department's financial and human resources against the program activities mentioned above in Section 1 on page 11.

### 2.1 Strategic Outcome 1: Advancing Canada's Interests Internationally

Canada's interests are advanced internationally—Working in partnership with Canadians, Canada and its values are projected to the world, Canada's interests are pursued abroad and Canadians are better able to interpret the world. This strategic outcome consists of the following program activities:

- **Strategic Policy:** Leading the formulation of Canada's overall international policy and inter-departmental development of whole-of-government strategies, including public diplomacy;
- **Global and Security Policy:**
  - a) **International Security**—Advocating Canadian international security interests and human security program interests bilaterally and multilaterally, as well as managing the department's responsibilities with respect to security and intelligence;
  - b) **Global Issues**—Advocating a stronger and more effective multilateral system, capable of addressing Canada's interests in global issues, in particular international economic relations and development, environment and sustainable development, human rights and human security;
- **Bilateral Relations:** Conducting and promoting Canada's bilateral diplomatic relations in Canada and abroad. There are two areas—North America and the World (excluding North America).

### 2.1.1 Strategic Policy

#### 2.1.1.1 Our mandate in relation to the program activity

Strategic policy involves the following corporate functions, which contribute to the department's objectives of promoting and defending Canadian interests internationally by:

- acting as the focal point for medium- to long-term policy planning and department-wide priority setting through the work of the Policy Planning Secretariate; and
- developing and coordinating the department's public diplomacy activities to:
  - promote an environment, internationally speaking, that is predisposed to Canadian values and interests; and
  - increase Canadians' understanding, on the domestic front, of the international environment and Canadian foreign policy.

These functions contribute to the government's ability to deliver a coherent international policy, reflecting a whole-of-government, whole-of-Canada approach that is responsive to evolving global realities.

#### 2.1.1.2 How we pursue our long-term outcome

In today's world, the international and the domestic are intertwined. Events are a composite of emerging trends and the unforeseeable. Strategic policy is the key function to the government's pursuit of a whole-of-government, whole-of-Canada international policy that is advanced in an environment receptive to Canadian values and interests.

The department's focus on strategic policy combines its in-house research and commissioned analysis from outside experts with input from missions abroad to provide an up-to-date evidential basis for policy development. DFAIT (*Foreign Affairs*) works with several partners in promoting the coherence of Canadian international policy. Key partners include other federal government departments (OGDs), provincial, territorial and municipal governments, Canadian non-government organizations (NGOs), academia and citizens, particularly youth.

In an effort to engage Canadians in informed dialogue on international policy issues, the department also works with other countries' governments, decision makers and opinion leaders to understand their positions and to promote Canadian objectives by fostering an understanding of Canada and its international policy objectives (e.g. policy-planning talks with Mexico and the U.S.). This is especially evident in relations with the G8, "pathfinder" countries (e.g. Poland, Spain) and key emerging countries (e.g. China).

#### 2.1.1.3 Our working environment

Canada faces disparate albeit related threats, including terrorism, diseases in the form of international pandemics, cross-border threats to the environment and international crime. Multilateral institutions—Canada's long-standing international bulwark—are under strain. A new geopolitical constellation is emerging, marked by U.S. pre-eminence and new emerging powers. The short pause in global economic integration is over, and the global marketplace is once again growing in size and depth. There is also an increased international presence of provinces, territories and municipalities. These factors, along

with the cited intertwining of the domestic and international, suggest an integrated international policy.

#### 2.1.1.4 Accomplishments against priorities

The 2004-2005 RPP identified the following priorities in terms of strategic policy:

- increasing the focus and coherence of international policy making;
- enhancing strategic partnerships;
- improving the department's communications; and
- increasing international awareness of Canada and its values.

#### Increasing the focus and coherence of international policy making

To foster future international policy coherence, DFAIT (*Foreign Affairs*) led the International Policy Review (IPR) based on extensive consultations in 2003-2004. This process also involved expert advice, both in-house and commissioned research on the international environment, to provide an analytical foundation for the review. In addition, it entailed the marshalling of partners across the federal government—particularly the Canadian International Development Agency (CIDA), the Department of National Defence (DND) and the Department of International Trade—and at the provincial/territorial level.

The IPR developed new initiatives aimed at making Canada's international policy more effective and reasserting Canada's global role. Examples include:

- Global Peace and Security Fund: to enable a faster, more effective Canadian response to protect people in failed and failing states;
- Stabilization and Reconstruction Task Force: to ensure timely, coordinated responses to international crises requiring effective whole-of-government action and to plan and deliver coherent, effective conflict prevention, crisis response and stabilization initiatives in fragile and failed state situations implicating Canadian interests;
- Placing greater emphasis on such areas as policy capacity, professional skills, public diplomacy, increased agility and maximization of field resources; and

- The IPR culminated in the government's release of its IPS on April 19, 2005, and also led to a new departmental process to further coherence in international public diplomacy.

Ongoing advice was provided to the Minister of Foreign Affairs and senior officials to ensure that relevant external trends and perspectives were considered in the development of Canadian policies, and that they contributed to a coherent whole-of-government approach. Advice covered G8 topics such as political and security initiatives (e.g. the broader Middle East and North Africa initiative), countering terrorism, and topics with a direct domestic impact such as health and the environment.

The John Holmes Fund was redesigned, as follows, while continuing to support Canadian foreign policy dialogues:

- Two additional funding categories were introduced (Evidence-based Policy Analysis and Research, Building Capacity for Independent Advice on International Policy).
- The fund's priorities were linked to those of the department and government.
- An interdepartmental approval process was set up.
- Increased transparency was introduced via the application process and client database.

#### Enhancing strategic partnerships

The IPR was based on partnerships with core international federal departments and agencies, provinces and territories, Canadian civil society and citizens to develop a whole-of-Canada approach.

Further collaboration with the provinces and territories included promoting cultural diversity through the negotiation of a United Nations Educational, Scientific and Cultural Organization (UNESCO) international convention, the Summit of the Americas (SOA), Tsunami Task Force, Canada-U.S. and Canada-EU relations.

Other federal-provincial partnerships included personnel interchanges, the continuing co-location of 16 provincial offices in Canadian missions, and the development of provincial international strategies. The department also hosted an International Policy Workshop with municipalities, providing them with an overview of Canada's international policy and an

opportunity to express their priorities and wishes concerning international collaboration.

Further to the Prime Minister's undertaking concerning provincial and territorial engagement in international affairs, federal-provincial-territorial working groups were established on Canada-U.S. relations and international negotiations and forums.

The department continued its focus on increasing networks of influential, informed individuals with ties to Canada (e.g. scholarships, youth exchanges, Canadian studies).

### Improving the department's communications

The department continues to improve the Canadian International Policy (CIP) Web site (<http://www.international.gc.ca/cip-pic/ips/ips-en.asp>). This site now hosts on-line discussions, which provide DFAIT (*Foreign Affairs*) policy planners with input from Canadians on key issues. Background information on an international issue is provided on the site through net cast interviews with experts in foreign policy, some on location at the "hot spot," and via the posting of relevant foreign policy documents. Canadians are then invited to comment. Examples of recent e-discussion topics include UN reform, security, Canadian culture and know-how abroad, Canada's role in Haiti and Afghanistan, and Canada's response to the Indian Ocean tsunami. The use of e-discussions was piloted in Canadian university undergraduate courses and received a positive response. Further, the U.K. National E-Democracy Project selected the CIP site as a model of e-democracy.

With support from the department, a collaborative project entitled Canada and the New American Empire engaged 1.4 million viewers on the issue of Canada-U.S. relations.

The department continues to develop its provincial-territorial extranet site, which serves as a vehicle for sharing information with provincial/territorial governments. This site hosts a broad range of information of interest to the provinces and territories, including Info flow, which provides political and economic reporting from Canadian missions.

The Public Diplomacy Program funded 71 projects that enabled Canadians across the country to gain a

better understanding of their foreign policy and Canada's role in the world (e.g. 43 percent of projects originated from outside central Canada). The program continued to engage official language minority communities and youth, with 22 percent and 80 percent of projects supporting these groups respectively.

### Increasing international awareness of Canada and its values

DFAIT (*Foreign Affairs*) worked interdepartmentally and through the Forum of Federations in developing an international role for the Forum and new sources of financing. The Forum of Federations, created as a result of a Canadian initiative, undertakes research and fosters the exchange of experience on federal governance.

As part of its management of public diplomacy, the department has developed strategic plans at the national and regional level to promote Canadian interests and values, in part by showcasing Canadian creativity and know-how abroad.

The department continues to deliver various academic and cultural programs, including the Public Diplomacy Fund, projecting Canada as a dynamic, innovative, well-governed, sophisticated country and as a trustworthy ally and partner. It also continues to leverage academic and cultural events to increase Canada's influence with key foreign decision makers to promote Canada's international agenda. A major activity last year was Canada-France 2004-2008.

#### *Canada-France 2004-2008*

Through Canada-France 2004-2008, the department sought to modernize the image of Canada in France, strengthen Canada-France partnerships and networks, celebrate Canadian linguistic duality and cultural diversity and commemorate four centuries of dialogue. The initiative also established strong partnerships within Canada itself, particularly in Atlantic Canada and Quebec. Canada-France 2004-2008 included numerous activities in France over a three-year period, ending in March 2005. In 2004-2005, projects launched in support of Canada-France 2004-2008 included:

- a major Inuit event, *Quand la parole prend forme*, at Le Musée de l'Homme, Paris, with French

President Jacques Chirac attending the official opening;

- la Maison Champlain, a state-of-the-art cultural and historical interpretation centre relating Canada and France's shared history, in Brouage (Poitou-Charentes);
- the Cyber-Explorer, a major interactive project linking the Cité des Sciences et de l'Industrie, Paris, and l'Université du Québec à Montréal;
- the promotion of Canada's Francophone culture at Le Festival Interceltique;
- the unveiling of a statue of Champlain located on the Place du Canada, Paris;
- a Canadian festival in Paris showcasing Canada's different provinces through their most popular films; and
- co-productions between Radio-Canada and Radio France.

Media attention resulted in unprecedented coverage of Canada, with 320 press and 33 radio-television items reaching virtually every household in France.

The department's Arts Promotion Program assisted more than 500 Canadian artists and groups last year, including the following:

- **Film:** 100 grants, totalling \$113,917, to filmmakers, enabling them to participate in leading international film festivals (e.g. the Berlin International Film Festival). Also, 19 grants, totalling \$382,100, to bring foreign cultural experts to Canadian film and TV festivals (e.g. Toronto International Film and Banff Television Festivals).
- **Dance:** 32 grants, totalling \$982,542 (e.g. Les Grands Ballets Canadiens de Montréal and the National Ballet to tour the U.S.).
- **Music:** 63 grants, totalling \$697,780 (e.g. Jane Bunnett to tour Europe, Les Violons du Roy to tour the U.S.).
- **Theatre:** 52 grants, totalling \$990,700 (e.g. Theatre Newfoundland/Labrador to tour the U.K., Canadian Stage Company to tour its production of *The Overcoat* in Australia).
- **Visual Arts:** 84 grants, totalling \$612,898 (e.g. the Kamloops Art Gallery to present the works of Rebecca Belmore at the Venice Biennale).
- **Literature:** 88 grants, totalling \$107,585 (e.g. M.G. Vassanji to read from his *The In-Between World of Vikram Lall* at the Edinburgh Book

Festival, Denise Boucher to read her poetry at the Festival International de Poésie à Lodère in France).

To advance Canada's foreign policy objectives, a total of \$1.9 million in cultural and public diplomacy funds was used by 39 missions. Projects ranged from small promotional events to large multi-artist spectacles (e.g. at the opening of the National Museum of the American Indian in Washington, the Canadian MUTEK Festival in Beijing, Tal Bachman's tour in South Africa, and Canadian authors at the PEN conference in Oslo).

Approximately 23,000 young Canadians travelled abroad, plus an equivalent number of foreign youths visited Canada, under the department's International Youth Program. This represents an increase from the previous year, which saw 18,818 young Canadians and 20,199 foreign young people involved. Travel quotas were raised again for Australia, New Zealand and South Korea.

To enhance Canada-U.S. mutual understanding, departmental support to the Fulbright Program was increased to \$600,000 and its scope broadened beyond the existing scholarships, fellowships and research grants to encompass, for example, visiting chairs, conferences and a mobility program. In addition, the department redirected an additional \$50,000 from its arts and cultural promotion budget to U.S. posts last year to develop a public diplomacy strategy linking our overall foreign policy objectives.

Various scholarship plans enabled promising foreigners to study in Canada. The Canadian Commonwealth Scholarship Plan and the Government of Canada Award sponsored some 250 promising young people to pursue advanced studies in Canada. In addition, an agreement with El Consejo Nacional de Ciencia y Tecnología (CONACYT) in Mexico and the Association of Universities and Colleges of Canada encourages Mexican students to study in Canada. The Canada-China Scholars Exchange Program offers scholarships to Chinese citizens studying in Canada and Canadians studying in China.

In February, the department was involved in a media visit highlighting education and training in Canada. Journalists from Austria, Brazil, Germany, India,

Iran, Malaysia, Mexico and the U.K. participated in the visit.

The department also continued to sponsor the Cultural Personalities Exchange Program, which supports Canadian academics, experts and artists in promoting knowledge of Canada, Canadian expertise and culture at colleges, universities and conferences abroad.

#### 2.1.1.5 Performance assessment

A more cohesive international policy emerged from the IPR. This will better enable the government to protect and project Canadian interests abroad and respond more quickly and effectively to international crises.

Largely based on the knowledge acquired through the IPR, in January 2005, the department committed itself to “building a 21st century foreign ministry.” This transformation was founded on six corporate imperatives set to meet the challenges of the IPR. The “mainstreaming of public diplomacy” was recognized as one of the six departmental imperatives, with strengthened policy capacity being another.

An extensive evaluation of public and cultural diplomacy programs was undertaken (e.g. international academic relations, arts promotion, the Canada-France program, public diplomacy). Many of the evaluation’s recommendations were already being addressed at the time of its tabling (e.g. a policy framework for the cultural and public diplomacy programs). The Treasury Board Secretariat identified the department’s cultural and academic Results-based Management and Accountability Framework (RMAF) as a best practice.

The John Holmes Fund attracted a growing number of quality proposals. Some 32 projects were funded, 30 of which were public dialogues, six engaging youth in foreign policy discussions and one a television broadcast, in partnership with the Canadian Broadcasting Corporation, reaching approximately 1.4 million people. This served to enhance accountability (e.g. an improved review committee, and revamped practices to ensure full compliance with government regulations).

Provincial and territorial governments expressed satisfaction with their involvement in the development of Canada’s foreign policy. This was facilitated through consultations, regular visits to their capitals, and initiatives promoting information exchange and sharing.

#### 2.1.1.6 Achievement analysis and lessons learned

Policy research and dialogue capacity lags behind comparable ministries of foreign affairs and OGDs. A departmental corporate imperative is to improve this capacity to provide a strong evidence-based, analytical foundation for policy development.

There is a need for ongoing engagement of the core international departments and agencies—CIDA, DND, DFAIT (*Foreign Affairs*) and Department of International Trade—to develop effective Canadian foreign and international policies.

A dialogue with provincial and territorial governments, on their particular interests, would enhance the achievement of a whole-of-Canada approach to international policy.

### 2.1.2 Global and Security Policy

#### 2.1.2.1 International security

##### 2.1.2.1.1 Our mandate in relation to the program activity

The focus is on critical security issues such as continental defence and security, counterterrorism, non-proliferation, arms control and disarmament, defence and security relations with other countries, transnational organized crime, global peace and security issues (e.g. failed and fragile states), conflict prevention, peace-support operations and programs for landmine action, and the Global Partnership Against the Spread of Weapons and Materials of Mass Destruction (Global Partnership). The department promotes Canadian interests in multilateral, regional and bilateral defence and security relations and policy development to build an international environment where Canada is secure from threats from abroad. The

department is also responsible for developing and implementing strategies and policies with respect to peace-building, peace support, intelligence cooperation and the security of personnel and assets in our missions abroad. As a result of the 2005 Budget, DFAIT (*Foreign Affairs*) will have new resources to fund Global Peace and Security initiatives, including a new Stabilization and Reconstruction Task Force aimed at improving responses to international crises. New funding was also secured for security of personnel and missions abroad.

#### 2.1.2.1.2 How we pursue our long-term outcome

In pursuing Canada's international security agenda, the department makes use of the full range of Canada's diplomatic tools and assets, including the network of Canadian diplomatic missions abroad. The department's missions to the North Atlantic Treaty Organization (NATO) in Brussels, the United Nations (UN) in Geneva and Vienna, and the Organization for Security and Cooperation in Europe (OSCE) in Vienna are responsible for the implementation of Canada's international security agenda.

DFAIT (*Foreign Affairs*) works with a wide range of domestic partners as well, including OGDs and agencies such as DND, Public Safety and Emergency Preparedness Canada (PSEPC), the Royal Canadian Mounted Police (RCMP), the Canadian Security Intelligence Service (CSIS), Canada Border Services Agency (CBSA), Citizenship and Immigration Canada (CIC), the departments of Finance, Health, Justice and Transport, the Canadian Air Transport Security Authority (CATSA), the Canadian Space Agency (CSA) and CIDA. In collaboration with its federal partners, the department develops security-related policies in accordance with a whole-of-government approach. In addition, it collaborates with the provinces, territories and municipalities as well as members of civil society. In pursuing Canada's international security agenda, including issues related to failed and fragile states, terrorism and transnational crime and weapons of mass destruction, DFAIT (*Foreign Affairs*) works with like-minded nations identified as partners in security matters, as well as with key multilateral and other international organizations.

#### 2.1.2.1.3 Our working environment

The most dangerous threats we face today are beyond the control of any one country. States that pose threats, such as those developing nuclear weapons, often operate beyond the constraints of international law. There is a need for new strategies to influence international behaviour. Non-traditional security challenges identified in the April 2004 National Security Policy, including terrorism and transnational crime, cross national borders with relative ease and can threaten Canada even if their source is geographically remote. Terrorist attacks in distant parts of the world can kill or injure Canadians or otherwise negatively affect Canadian interests, either immediately or in the longer term. These global threats demand consistent and comprehensive international action based upon agreed norms, standards and institutions. Canada seeks to expand and reinforce effective global action to further enhance the security of Canadians at home and abroad.

Consistent with a shared concern with the U.S. about continental security, DFAIT (*Foreign Affairs*) is placing special emphasis on the efforts to modernize Canada-U.S. security cooperation in the fields of defence and counterterrorism.

Many countries pose a threat to the international community and their own citizens, not because of their strength, but because of their fragility. Their collapse creates humanitarian tragedies and poses wider security threats, including to Canadians. These challenges, including those resulting from failed and fragile states, increasingly transcend national boundaries, demanding more than ever that governments work multilaterally to find durable solutions.

Like many other countries, Canada is concerned that increasing rejection of multilateral approaches and a lack of progress in reforming key institutions could undercut their effectiveness and credibility, which in turn could encourage further unilateral or selective multilateral action by members of the international community.

#### 2.1.2.1.4 Accomplishments against priorities

The 2004-2005 RPP identified the following priorities in terms of international security:

- Canada-U.S. affairs;
- international threat reduction and the campaign against terrorism;
- promotion of human rights, good governance and the rule of law; and
- strengthening multilateral institutions.

##### Canada-U.S. affairs

To enhance Canada-U.S. security cooperation, an amendment to the North American Aerospace Defence Command (NORAD) Agreement was signed on August 5, 2004, which allows NORAD's missile warning function to be used in support of U.S. commands conducting missile defence. While Canada decided not to participate in the U.S. ballistic missile defence (BMD) program, the amendment permitted NORAD's existing missile warning function to be made available to U.S. military commands responsible for BMD, preventing this function from being assigned to a U.S.-only command.

##### *Working with partner departments and agencies*

Canada-U.S. maritime security cooperation was strengthened through the creation of new integrated Marine Security Operations Centres for the collection, fusion and analysis of marine information and coordination of on-water responses and through other efforts to strengthen security on the Great Lakes and St. Lawrence Seaway:

- Aviation security was strengthened through expanded air marshal coverage on additional domestic and international flights, comprehensive background checks, restricted area passes, random checks of airport workers and passenger-screening programs.
- Work continued in the Binational Planning Group (BPG) to further strengthen cross-border defence and security cooperation, as well as on preparations for the next formal meeting of the Bilateral Consultative Group (BCG) on counterterrorism (<http://www.canadianally.com/ca>).

Cross-border cooperation on crime-related issues has contributed to strengthening relations with U.S. authorities while seeking to avoid disagreements and misunderstandings. The joint U.S.-Canada Drug Threat Assessment ([http://www.sgc.gc.ca/publications/policing/drug\\_threat\\_e.asp](http://www.sgc.gc.ca/publications/policing/drug_threat_e.asp)), under the aegis of the Cross-Border Crime Forum, and Canadian outreach efforts have helped to dispel misconceptions, including in the media and U.S. government reports such as the *National Drug Threat Assessment 2005* (<http://www.usdoj.gov/ndic/pubs11/12620/index.htm>).

The Canada-U.S. relationship is complex and multifaceted, affecting all of our programs and impacting all of our priorities. Many of our priorities are linked to or in common cause with the U.S. The U.S. and Canada are members of many of the same international organizations and processes, and as such, work closely together to support shared interests. In some cases, activities like the Proliferation Security Initiative (PSI) are led by the U.S., or programs such as the Global Partnership Against the Spread of Weapons and Materials of Mass Destruction, while now a G8 effort, mirror earlier U.S. initiatives (e.g. the Nunn-Lugar Threat Reduction Program). More broadly, Canada plays an active role in seeking to reinforce U.S. engagement in multilateral security regimes.

##### International threat reduction and the campaign against terrorism

The G8 Global Partnership Against the Spread of Weapons and Materials of Mass Destruction, initiated under Canada's leadership at the Kananaskis Summit and building upon earlier U.S. efforts, now involves 22 nations working cooperatively to reduce risks associated with weapons and materials of mass destruction. Canada has committed up to \$1 billion over 10 years (<http://www.globalpartnership.gc.ca>). The past year has seen significant progress, including:

- Helping to halt the production of weapons-grade plutonium by contributing \$9 million to a U.S.-led project to shut down Russia's weapons-grade plutonium-producing reactor, located in Zheleznogorsk.
- Committing an additional \$10 million toward the construction of a chemical weapons destruction facility, Shchuch'ye (Kurganskaya Oblast), which will destroy Russia's most dangerous and

proliferation-prone nerve agents (i.e. 5,440 metric tonnes of Sarin, Soman and VX stored in more than 1.9 million munitions). Canada has committed \$48.35 million to the construction of this facility to date.

- Committing a cumulative \$2.6 million to 15 research projects through the Moscow-based International Science and Technology Center (ISTC), to redirect the efforts of hundreds of former nuclear, chemical and biological weapons and missile scientists from Russia, Armenia, Belarus, Georgia, Kazakhstan, and the Kyrgyz Republic to peaceful scientific pursuits. Canada also committed \$6.69 million to the ISTC to support supplemental programs that aim to sustain the redirection of the scientists, the salary of the Canadian Deputy Executive Director at the ISTC, and Canada's share of the Center's day-to-day activities.
- Defuelling and dismantling three Russian nuclear-powered submarines. This \$24.4 million project is an initial step in a \$120 million program to dismantle 12 submarines over four years.

Canada has also been active on non-proliferation, arms control and disarmament issues in a wide variety of other forums. (For general information in this regard, please see <http://www.international.gc.ca/arms/menu-en.asp> and <http://www.international.gc.ca/nndi-agency/menu-en.asp>.)

Canada has, for example, chaired the International Atomic Energy Agency (IAEA) Board of Governors since September 2004, providing leadership within the organization to seek strengthened international nuclear safeguards and address the verification challenges presented by Iran's long-standing undeclared nuclear activities, and shepherding toward consensus a U.S. proposal for a special committee of the board on safeguards and verification.

Canada worked with G8 colleagues to ensure a robust 2004 Sea Island Summit statement on non-proliferation activities, as well as the development of Guidance for the Import and Export of Radiological Sources, which was endorsed by G8 leaders in June 2004 and by the IAEA in September 2004.

In the First Committee of the 2004 UN General Assembly (UNGA), Canadian leadership resulted in the establishment of a UN panel of governmental

experts to examine verification and compliance issues. To support this and other efforts, the department assisted with the establishment of a world-class Canadian Centre for Treaty Compliance at Carleton University in March 2005.

Canada made a significant contribution to the activities of the PSI, including the hosting of an operational experts working group meeting in April 2004 and the development of a PSI Web site, launched in June 2004, that met PSI operational outreach objectives, a key contributor to attracting political support for the initiative (<http://www.international.gc.ca/arms/proliferation-en.asp>).

Canada's Biological and Toxin Weapons Convention (BTWC) Implementation Act received Royal Assent in May 2004. Canada also played a leading role in international efforts to expand participation in BTWC confidence-building measures and the development of several technical papers for the BTWC expert meetings.

In July 2004, proclamation of Section 8 of the Chemical Weapons Convention Implementation Act made it illegal, without proper authorization, for Canadians to possess, acquire or use the most dangerous chemical weapons agents. A licensing regime for these agents was instituted at the same time.

Canada led in the development of an UNGA resolution welcoming the Hague Code of Conduct on Ballistic Missiles (an agreement to curb proliferation and restrain accumulation of ballistic missiles, which has now been adopted by 120 countries).

Space security efforts in 2003-2004 included pressing the UN Committee on Peaceful Uses of Outer Space to develop space debris mitigation guidelines and raise awareness of the potential implications of debris as a result of conflict in space; drafting and introducing Bill C-25 (Remote Sensing Space Systems Act) into the House of Commons to address any security issues associated with Canadian remote-sensing space systems; and the provision of leadership in shaping the international space security debate (<http://www.spacesecurity.org>).

Canadian contributions to NATO's transformation agenda and reform process promoted an increased political role for NATO in fostering transatlantic consensus over key security issues, such as training of

Iraqi forces, and organizational changes supportive of NATO's capability requirements for deployability and interoperability. The NATO Response Force reached its initial operational capability of approximately 17,000 troops on October 13, 2004, and was ready to take on a full range of missions. The Force will reach full operational capability by October 2006 with about 21,000 troops.

Canada worked with other G8 member states on practical methods to combat international crime and terrorism. In the G8 Lyon/Roma Group on Crime and Terrorism, Canada collaborated on various G8 projects, including on the use and protection of intelligence information in criminal proceedings, on laws and practices relating to illegal Internet content, and on securing international transportation against terrorist attacks.

Through international organizations such as APEC, the ASEAN Regional Forum (ARF), the OAS and the OSCE, and pursuant to priorities identified for 2004-2005, Canada has promoted important policy objectives, including secure identity and travel documents, enhanced cooperation among law enforcement and legal practitioners, and information sharing. Canada has also provided counterterrorism capacity-building assistance through training and workshops on anti-terrorism legislation, anti-terrorism financing, aviation and marine security, effective border management and document security. In September 2004, Canada organized an OAS border-management symposium in Vancouver that introduced officials from across the Western hemisphere to Canada-U.S. Smart Border principles and practices. In collaboration with 19 federal departments and agencies, DFAIT (*Foreign Affairs*) has been elaborating a larger Counterterrorism Capacity-Building Program as announced in the April 2004 National Security Policy. Once operational, the program will contribute to enhanced security for Canadians and the inhabitants of beneficiary states.

DFAIT (*Foreign Affairs*) continued to lead the inter-departmental process for the listing of terrorist entities under Canadian regulations (UN Suppression of Terrorism Regulations and UN Afghanistan Regulations) in accordance with international obligations, including UN Security Council Resolutions. Currently, 503 groups are listed under the Canadian regulations.

The departmental Web site for background information on counterterrorism can be found at <http://www.international.gc.ca/internationalcrime/menu-en.asp>.

As of March 31, 2005, 144 countries had ratified or acceded to the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on their Destruction (known as the Ottawa Convention). In 2004-2005, Canada provided more than \$27.2 million for mine action programming (<http://www.mines.gc.ca>).

DFAIT (*Foreign Affairs*) contributed \$6.1 million and CIDA \$21.1 million toward mine action initiatives in some 90 projects in more than 60 mine-affected countries, and helped countries in every region of the world to meet their Convention obligations. During this period, three additional nations formally joined the Ottawa Convention: Estonia, Ethiopia and Papua New Guinea. Treasury Board approved a five-year, \$72 million extension of the Canadian Landmine Fund mandate to 2008. In addition:

- The Convention's first Review Conference, the Nairobi Summit on a Mine-Free World, took place from November 29 to December 3, 2004. Governor General Adrienne Clarkson led Canada's delegation to this extremely important event, reflecting the importance that Canada attaches to this issue. Canada played a strong leadership role in preparations for the Summit, including through our extensive work on the Action Plan adopted in Nairobi, in addition to supporting a wide range of preparatory meetings, funding valuable mine action projects, and providing Summit organizers with direct financial and other support.
- Canada's support of over \$1.5 million assisted Afghanistan, Bangladesh, Belarus, Colombia, Mauritania, and Serbia and Montenegro in their stockpile destruction programs. Globally, more than 30 million stockpiled mines have been destroyed in 65 countries. Canadian support to stockpile-destruction programs has been a key element in securing some nations' accession to the Ottawa Convention.
- Canada is active in expanding international recognition of cyber-security and critical infrastructure issues, particularly in the ARF and the OAS. Canada contributed to the development of

a secure OAS communications infrastructure for mutual legal assistance, as well as to the development of the first hemispheric cyber-security strategy. In the ARF, Canada has also been active on cyber-protection issues, specifically sharing Canadian best practices on such issues.

### **Promotion of human rights, good governance and the rule of law**

Canada made a significant contribution to the Multinational Interim Force in Haiti (March-August 2004) and the ongoing UN Stabilization Mission, which began in June 2004, including the deployment of 100 Canadian civilian police and the appointment of an RCMP officer as the UN Police Commissioner.

The Prime Minister's commitment of \$20 million to the UN in October 2004 to assist in resolving the crisis in Darfur was implemented through the provision of essential helicopter support to the African Union (AU) Mission in Sudan and other critical military and police support essential to the successful expansion of the AU mission from 350 to 3,800 personnel.

The Canadian Forces' contribution to the Multinational Force and Observers in the Sinai increased from 28 to 32 officers, and Canada coordinated the Middle East Maritime Security Colloquium, involving Coast Guard and naval representatives from Middle Eastern countries, to discuss cooperation on search and rescue and maritime security issues.

Canada provided police trainers and senior advisors to the Jordan International Police Training Centre (20 trainers) and to the Iraqi Ministry of the Interior in Baghdad (two trainers) in order to support Iraqi security sector capacity building.

Canada also provided police and corrections advisors to the UN Assistance Mission in Afghanistan. Our contribution to the NATO mission in Afghanistan continued through 2004-2005, and as announced by the Prime Minister at the NATO Summit in February 2005, planning has begun for a renewed mandate in Afghanistan, including a Provincial Reconstruction Team in Kandahar.

The November 2004 OAS Conference of Defence Ministers in Ecuador achieved an agreement that

reflected Canadian views on enhancing hemispheric cooperation on interoperability for peace-support operations while also reaffirming OAS armed forces' respect for democracy, human rights and the rule of law.

On May 21, 2004, Canada signed the UN Convention Against Corruption (UNCAC) and is now working on the ratification procedures. As agreed in the G8, Canada assisted other countries in implementing UNCAC and the related UN Convention against Transnational Organized Crime, which also includes provisions on corruption and money laundering. Canada will continue to participate in the APEC Anti-Corruption Experts' Task Force. In February 2005, Canada presented an update on Canadian measures to implement the Organization for Economic Cooperation and Development (OECD) Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, and also was lead reviewer of the United Kingdom's implementation of that Convention.

Canada was instrumental in reinforcing an international response to terrorism based upon common and agreed international norms and standards, including the rule of law, good governance and the respect for international human rights and humanitarian law, despite considerable resistance to highlighting the latter from some participants in some international forums. Canada won specific recognition of these international human rights obligations in both the Joint Statement of the 16th APEC Ministerial Meeting in Santiago, Chile, in November 2004, and the ARF Statement on Strengthening Transport Security Against International Terrorism in Jakarta, Indonesia, in July 2004.

Canada continues to provide international leadership in the development and advancement of a human security agenda. The prime mechanism to accomplish this is the \$10 million per year Human Security Program (HSP), which was renewed in early 2005 for a second five-year phase. Over the course of 2004-2005, the HSP funded 200 projects in more than 25 countries around the world, advancing Canada's people-centred approach to foreign policy. The fund supports enhanced diplomatic leadership and advocacy, the strengthening of multilateral mechanisms, Canadian capacity building, and targeted, country-specific initiatives that are focused on the protection of civilians,

conflict prevention, peace-support operations, security sector reform, governance, accountability and public safety.

In the promotion of good governance, Canada has concentrated on the rule of law. In the Middle East alone, the HSP supported the establishment of an on-line legal library for Palestinian and Israeli lawyers defending land appropriation and human rights cases in the Palestinian Territories; a project working with educators, community leaders and the legal establishment on promoting children's rights in the Palestinian Territories; and a judicial assessment mission to the Palestinian Territories, which was the foundation of the \$4.5 million project on Palestinian judicial capacity building recently announced by Prime Minister Martin. Canada also provided financial and substantive support to the Regional Human Security Centre in Amman, Jordan, via conferences, seminars and training workshops on human rights and government accountability, which helped to advance good governance in that country, and more broadly in the Middle East.

The majority of HSP-funded projects that took place in Africa directly supported Components 1 and 2 of the G8 Africa Action Plan, of which Canada was a principal architect (<http://www.g8.gc.ca/2002Kananaskis/kananaskis/afraction-en.pdf>). Some examples of this support include the deployment of two Canadian experts to the UN Development Programme for one year to assist with national preparations for disarmament, demobilization and reintegration in Sudan; also, support was provided to the Conference on Refugee Protection in Africa, which promoted the awareness of international/regional refugee law and provided information on new UN High Commissioner for Human Rights (UNHCHR) initiatives related to protection and durable solutions for protracted refugee situations.

On January 19-20, 2005, DFAIT (*Foreign Affairs*) hosted the 8th Annual Peacebuilding and Human Security Consultations on the theme of War to Peace Transitions. Coordinated in partnership with the Canadian Peacebuilding Coordinating Committee (CPCC), the Canadian Consortium on Human Security (CCHS), the International Development Research Centre (IDRC) and CIDA, the consultations were an opportunity to engage policy makers, aca-

demics and civil society representatives in peace-building and human security issues, and attracted a record 425 participants ([http://www.humansecurity.gc.ca/canadiens\\_consultations-en.asp](http://www.humansecurity.gc.ca/canadiens_consultations-en.asp)).

Canada is providing police to the UN Mission in Côte d'Ivoire (including the Police Commissioner), to the EU Police Mission in Kinshasa and police investigators to the Sierra Leone Special Court. Canada is also working with regional partners in West Africa to develop African capacity to conduct peace-support operations through the provision of civilian police training.

Complex security challenges posed by the illicit proliferation of small arms and light weapons require multifaceted responses and new partnerships. Canada has sought to advance progress in this area by working with the 13 countries of the Human Security Network (HSN) and other like-minded governments, in partnership with international NGOs, on issues that address both the supply and demand components of the problem. In so doing, Canada has been at the forefront of international efforts to promote a more comprehensive and robust approach to the problem of the proliferation of small arms and light weapons (SALW). Canada convened two international SALW expert group meetings in the spring of 2005 to explore emerging policy issues, such as global norms in transfer controls, civilian possession of firearms and the misuse of firearms by state security organizations. These meetings gave Canada a leading role in discussions on expanding the scope and effectiveness of the UN Program of Action. Funding from the HSP was used to advance this priority, for example, by supporting governments and civil society in the implementation of the Nairobi Declaration on Small Arms (endorsed in March 2000 by the states in the Horn of Africa and the Great Lakes Region).

#### Strengthening multilateral institutions

Negotiations with the European Union (EU) on a Framework Agreement on Canada's participation in EU-led civilian and military operations is assisting current and future Canadian military and civilian deployments; for example, in Bosnia (EUFOR and EUPM), and promoting closer relations between Canada and the EU in the field of crisis management.

Canada led efforts to enhance the effectiveness of the OSCE through reforms to its financial and administrative procedures as part of the new integrated resource management agenda. Canada also made a significant contribution to the OSCE election observation mission in Ukraine, playing a key role in the establishment of a Panel of Eminent Persons to make recommendations on how to improve the efficiency of the Organization and meet policy priorities in the area of human rights and good governance.

Through its active participation in the United Nations, the G8-affiliated Counterterrorism Action Group (CTAG), the APEC Counterterrorism Task Force, the ARF Intercessional Meeting on Counterterrorism and Transnational Crime, the Bali Regional Ministerial on Counterterrorism, the OAS Inter-American Committee against Terrorism (CICTE) and several OSCE workshops and seminars, Canada ensured more effective international action against terrorism, built upon practical partnerships among states. This included concrete cooperation among legal and law enforcement experts, substantive policy guidance, coordination among donors of counterterrorism capacity-building assistance to other states, and the provision of targeted Canadian capacity-building assistance to foreign partners who lack the resources and/or expertise to prevent and respond to terrorist activity, thereby contributing to their security and our own. For example, through the Bali Process on Counterterrorism, legal and law enforcement experts share information on extradition, mutual legal assistance, and cross-border enforcement, which will ultimately lead to increased enforcement and judicial cooperation among participating states. Tangible progress is also demonstrated through Canadian expert assistance to Southeast Asian countries on anti-terrorism legislation and contingency and response planning.

This year, Canada's annual contributions to the UN Office on Drugs and Crime (\$2 million) and to the OAS Inter-American Drug Abuse Control Commission (CICAD) (\$900,000) helped sustain these institutions and renew key multilateral processes, including the CICAD Multilateral Evaluation Mechanism (MEM). Canada chaired CICAD from November 2003 to November, 2004.

As one of the leading advocates in the movement to create a strong and effective International Criminal Court (ICC) and international criminal tribunals to

bring to justice those responsible for genocide, crimes against humanity and war crimes, Canada exercised its leadership in 2005 with support from the HSP. In 2004, for example, Canada funded the McGill Sierra Leone Special Court Law Clinic for research support. The Court was created to try those who bear the greatest responsibility for serious violations of international humanitarian and Sierra Leonean law committed in the territory of Sierra Leone since November 30, 1996. Canada was also pleased to note that six more countries ratified the Convention in 2004-2005, all but one of which received ratification assistance from Canada. Last year, for example, Kenya participated in the HSP-supported University of Nottingham Cape Town training of key African national personnel on the ICC.

#### 2.1.2.1.5 Performance assessment

A number of solid indicators underline the impact that departmental programs and activities have had over the past year. They are as follows:

- The achievements in Canada-U.S. relations in 2004-2005 have set the stage for an effective negotiation of the renewal of the NORAD Agreement, arguably the symbolic cornerstone of Canada-U.S. defence and security relations.
- Canada was again cited by the U.S. as a key partner and a model for bilateral cooperation in the campaign against terrorism.
- Canadian efforts and achievements in international organizations have set the stage for support of Canadian priorities and initiatives at such forums as the UN, the IAEA and the G8, for example in the negotiations at the Nuclear Non-proliferation Treaty's 2005 review conference, the finalization of the nuclear terrorism convention, the creation of a new Canadian-led Global Security and Strategic Planning Department at the ISTC and Canada's election to the Chairmanship of the IAEA Board of Governors.
- Respect for Canada's leadership in OAS/CICAD (the OAS drug program) led to Canada being acclaimed to chair the important review of the MEM in 2005-2006, and the CICAD Secretariat formally recognized Canada's leadership in CICAD's Maritime Narcotrafficking Experts Group in promoting international cooperation and coordination among member states.

- The department maintains a constant focus on delivering results by ensuring that approved projects have valid deliverables that clearly reflect the goals of the program as enunciated in the Results-based Management and Accountability Frameworks (RMAFs) and Risk-Based Audit Frameworks (RBAFs). An independent audit has been carried out and the report will be forthcoming.
- The HSP maintains a constant focus on delivering results by ensuring that approved projects have valid deliverables that clearly reflect the goals of the program as enunciated in the RMAFs and RBAFs that were initially developed as part of the approvals process for this highly successful program. Indeed, in assessing the first five years of the HSP, the final and summative independent evaluation concluded that “the HSP is fully supportive of Canada’s foreign policy objectives and the department’s Strategic Planning and Priorities Framework” and noted that “the HSP is an effective tool to further Canada’s human security strategy.” As a matter of course, 10 percent of HSP projects are audited every year.
- The Landmine Monitor’s Annual Report (<http://www.icbl.org/lm>) is a civil society initiative systematically monitoring and documenting nations’ compliance with the Ottawa Convention and the humanitarian response to the global landmine crisis. In 2004, the Landmine Monitor Report: Special Five-Year Review reported that there has been a significant reduction in landmine use, that production has dropped dramatically from more than 50 country producers to 15, and that the global trade has slowed to a trickle. Most important, victim rates in most countries continue to decline.
- Canada has actively and directly contributed to G8 nuclear threat-reduction efforts by defuelling two aging Russian nuclear submarines and dismantling one. A second submarine was 50 percent dismantled.
- The former U.S. Senator Sam Nunn, co-creator of the U.S. Cooperative Threat Reduction Program, recognized Canada’s prominent role in the Global Partnership at a February 7, 2005 press conference in Washington DC, following the signing of the Canada – Nuclear Threat Initiative Contribution Agreement.

#### 2.1.2.1.6 Achievement analysis and lessons learned

The substantive lesson learned every year is that the international security situation remains very volatile. As a result, adjustments made during the year to reflect the changing nature of the international security environment (e.g. on Canada-U.S. affairs, and discussions on Ballistic Missile Defence) required negotiation of a NORAD amendment, while the visit of President Bush provided an occasion for a major message on continental security. Iran’s uncompromising position on nuclear issues required a more active Canadian role at the IAEA than planned. Sudden deterioration of situations in Haiti and Darfur required much heavier and more expensive engagement than expected. Terrorist threats against Canadian interests in Southeast Asia also demanded immediate and significant responses. Another lesson is that lack of funds inhibits DEAIT (*Foreign Affairs*) Canada’s ability to exercise leadership in responding to international crises. Budget 2005 begins to solve the financial issue.

#### 2.1.2.2 Global issues

The focus of work in this area contributes to international security and cooperation, which is defined as “a peaceful, law-based international system reflecting Canadian values, in which Canada is secure from threats from abroad.” Work also contributes to sustainable development, a government-wide theme.

##### 2.1.2.2.1 Our mandate in relation to the program activity

The department’s mandate is to promote a renewed multilateralism, which is focused on results that:

- advance human security through good governance, human rights protection and respect for diversity;
- support more effective sustainable development (SD) strategies, including through enhanced energy security;
- strengthen international development, including through public-health initiatives;
- modernize, strengthen and mobilize multilateral institutions for greater effectiveness; and

- contribute to strengthening Canada-U.S. relations, including by supporting efforts to combat terrorism and other threats to international security.

#### 2.1.2.2.2 *How we pursue our long-term outcome*

Given the wide and often crosscutting range of issues falling within the mandate of DFAIT (*Foreign Affairs*), achieving outcomes on global issues requires extensive yet variable partnering, both domestically and internationally. Overall, the network of interlocutors must be large, with the specific constellation of partners depending on the issue and the objective pursued. Other key federal government departments with relevant mandates and expertise on specific global initiatives include the departments of Finance, Justice, CIDA, NRCan, Environment Canada, Canadian Forestry Service, Canadian Heritage, Fisheries and Oceans (DFO), Industry Canada, CIC, Human Resources and Skills Development Canada (HRSDC), Department of International Trade and Health Canada. Many of the issues involve areas of responsibility of provincial and territorial governments, which must also be actively engaged. Equally, the views and expertise of stakeholders—including the private sector, human rights, environmental and other NGOs, academics and think tanks—must be carefully considered. Internationally, the department's objectives are pursued with and through the many key institutions for which it has the lead responsibility within the government: the UN system, the G8, the proposed L20, the Commonwealth, La Francophonie, the OECD and APEC.

#### 2.1.2.2.3 *Our working environment*

With deepening globalization, Canada's prosperity and security are more directly affected by international trends and events than ever before. Even the nature of sovereignty is evolving as the global community struggles to address issues ranging from the state's responsibility to protect its own population to a global commons threatened on several fronts. Major new issues have joined the international agenda, including migration and infectious disease. Longer-term energy security requires sustained attention. The international institutional architecture requires modernization in several areas to keep pace with the shifting environ-

ment, e.g. on human rights, peacebuilding and the importance of creating a representative and agile leaders' forum (the L20). Increasingly, comprehensive answers to domestic challenges must include robust and well-grounded Canadian leadership abroad. Given the multiplicity of players and interests both domestically and internationally, progress in achieving key Canadian objectives can seem ponderously slow; effective leadership requires persistence, flexibility in partnering and considerable energy over time. It is critical to remain focused on medium to longer-term objectives and solutions, while remaining agile enough to manage the tactics of the short term.

From a corporate perspective, the recent restructuring of DFAIT (*Foreign Affairs*) implies that work on global issues does not fit squarely in any one business line identified in the 2004-2005 RPP. Reporting for the past fiscal year thus relates to several priorities.

#### 2.1.2.2.4 *Accomplishments against priorities*

The 2004-2005 RPP identified the following priorities in terms of global issues:

- Canada-U.S. affairs;
- international threat reduction and the campaign against terrorism;
- the promotion of human rights, good governance and the rule of law;
- the strengthening of multilateral institutions; and
- sustainable development (SD).

#### **Canada-U.S. affairs**

Canadian participation in G8 Sea Island Summit preparations and activities afforded an opportunity to reinforce the bilateral relationship and achieve shared priorities for G8 action. Canadian support for and subsequent participation in high-priority U.S. initiatives on security and the broader Middle East and North Africa was particularly well received. Canada also played a role in helping to ease tensions in the transatlantic G8 relationship over the war in Iraq; this was a key Summit priority, linked to our further goal of helping to reinforce U.S. multilateral engagement at a difficult time by helping them host a successful Summit (<http://www.g8.gc.ca/sumdocs2004-en.asp>).

As the pace quickened on the debate on UN reform, Canada closely engaged the U.S., notably through the U.S. Institute of Peace Task Force headed by former Senator George Mitchell and former Speaker Newt Gingrich.

In keeping with the aims of the National Security Policy and the Smart Border Action Plan, DFAIT (*Foreign Affairs*) worked with CIC and the Privy Council Office (PCO) to bring into force the Agreement for Cooperation in the Examination of Refugee Claims from Nationals of Third Countries. The Agreement is designed to ensure that the United States and Canada share the responsibility of providing protection to genuine refugees and manage refugee claims in a more orderly fashion. It also defines parameters for monitoring and reporting factors for the designation of a "safe third country."

#### **International threat reduction and the campaign against terrorism**

In close collaboration with the U.S., Canada played a leading role in promoting APEC's work on fighting terrorism in the Asia Pacific region. Canada helped to establish guidelines on the control of Man-Portable Air Defence Systems (MANPADS) and promoted the implementation of the Additional Protocols with the IAEA. Canada worked through APEC to increase the counterterrorism capacity of our partners in Asia Pacific, and organized two workshops: Travel Document Security in Malaysia and Airport Security in China ([http://www.apec.org/apec/apec\\_groups/som\\_special\\_task\\_groups/counter\\_terrorism.htm](http://www.apec.org/apec/apec_groups/som_special_task_groups/counter_terrorism.htm)).

DFAIT (*Foreign Affairs*), CIDA and Finance designed a new management framework for the International Assistance Envelope, which will ensure that international assistance is allocated to Canadian priorities in a transparent, collegial manner. The new framework places greater emphasis on peace and security. DFAIT (*Foreign Affairs*) will manage the Peace and Security Pool within the Envelope, of some \$400 million in 2005-2006, in support of IPS commitments to advance global peace and security.

Over the past year, DFAIT (*Foreign Affairs*) has supported Industry Canada's leadership in APEC discussions of e-commerce and cyber-security issues.

Industry Canada previously chaired APEC's Electronic Commerce Steering Group, and now serves as vice-chair ([http://www.apec.org/content/apec/apec\\_groups/som\\_special\\_task\\_groups/electronic\\_commerce.htm](http://www.apec.org/content/apec/apec_groups/som_special_task_groups/electronic_commerce.htm)).

#### **Promotion of human rights, good governance and the rule of law**

At the last Francophone Summit in Ouagadougou, Burkina Faso, heads of state and government agreed, at the initiative of Prime Minister Martin, to hold a Ministerial Conference of La Francophonie on conflict prevention and human security. The conference will be held in Canada in the spring of 2006. This conference will contribute to strengthening the Francophonie Bamako Declaration on democratic practices, rights and freedoms and advance the principle of the responsibility to protect. It is worth noting that, as a result of a Canadian proposal, the final declaration of the Ouagadougou Summit recognizes the principle of the responsibility to protect.

Canada proposed to co-sponsor, along with other like-minded countries, a new resolution at the UN Commission on Human Rights (UNCHR) on the issue of combatting discrimination on the grounds of sexual orientation. Due to the ongoing controversies regarding such an initiative, this resolution was never considered. Nevertheless, Canada was able to reach agreement with 32 other governments on a joint statement on the issue made in the plenary session, which was well received.

The year 2005 marked the 10th anniversary of the Fourth World International Conference on Women (Beijing 1995) and its landmark Declaration and Platform for Action. Canada was instrumental in ensuring that international standards on women's human rights and gender equality were consensually reaffirmed in the Beijing +10 Declaration. This declaration underscores the continued relevance of the Beijing agenda in the context of the Millennium Development Goals (MDGs) (<http://www.un.org/womenwatch/daw/csw/csw49/documents.html>).

At the 10th anniversary of the International Conference on Population and Development (ICPD), marked by a special UN high-level session on October 14, 2004, Prime Minister Martin joined other leaders in

signing the World Leaders' Statement, a document which reaffirmed the 1994 ICPD Programme of Action to combat poverty and promote reproductive health and human rights.

Canada was one of the main contributors to APEC's anti-corruption agenda in 2004-2005. APEC held its first meeting of anti-corruption experts in September 2004 in Santiago, and in February 2005 adopted the terms of reference that established APEC's anti-corruption task force. Canada is part of the small group of member economies overseeing the work of this task force ([http://www.apec.org/apec/apec\\_groups/other\\_apec\\_groups/anti-corruption.html](http://www.apec.org/apec/apec_groups/other_apec_groups/anti-corruption.html)).

In 2004, Canada successfully promoted the inclusion of transparency standards in APEC members' Individual Action Plans (IAPs), which require annual reporting. APEC's transparency standards commit members to such measures as publishing all laws, and establishing appeal mechanisms for administrative decisions. Reporting on transparency standards is expected to lead to greater implementation of them. Leading by example, Canada reported on a voluntary basis in 2005 ([http://www.apec.org/apec/about\\_apec/how\\_apec\\_operates/action\\_plans\\_.html](http://www.apec.org/apec/about_apec/how_apec_operates/action_plans_.html)).

The Sea Island G8 Summit agreed on a plan on Fighting Corruption and Improving Transparency, aimed at providing support to developing countries ([http://www.g8.gc.ca/g8\\_fight\\_corr-en.asp](http://www.g8.gc.ca/g8_fight_corr-en.asp)).

Canada played a decisive role in the decision of the International Organization of La Francophonie (OIF) to suspend Togo from Francophonie organizations as a result of the constitutional coup following the death of President Eyadema in March 2005. That was the first time the OIF applied sanctions under the Bamako Declaration.

Canada has encouraged and supported the efforts of the OIF Secretary-General through mediation and good offices to identify solutions to the crises in the Republic of Côte d'Ivoire (RCI) and Africa's Great Lakes region in particular. Although much remains to be done, progress—fragile though it may be—has been made in the RCI.

After strengthening dialogue with national Aboriginal organizations on the UN and OAS draft declarations on

the rights of Indigenous peoples, Canada played a lead role in both multilateral processes, particularly at the UN, driving consensus building around such key issues as the right to self-determination. At the same time, the department helped to promote and broaden understanding of non-rights-based Indigenous issues by collaborating with OGDs to organize a March 2005 international conference in Ottawa on Indigenous connectivity, which will feed into preparations for the second stage of the World Summit on the Information Society.

Canada strengthened its leadership role in circumpolar affairs by participating in the November 2004 Arctic Council Ministerial meeting in Reykjavik, Iceland, where ground-breaking reports in Canadian priority areas such as climate change, human development and Arctic marine shipping were endorsed by ministers.

In 2004-2005 Young Professionals International provided international job placements and consequently enhanced labour market skills for 464 young people, through 47 projects that reflect the department's mandate. About 40 percent of these placements focused on issues such as democratic development, good governance, human rights, human security and the rule of law. This program succeeded in preparing more Canadian organizations and youth, including employment equity groups, to work internationally. The program has created unique access to the international labour market and greater overseas awareness of Canada and its values.

Approximately 70 Young Professionals International placements were made in seven multilateral organizations, plus 15 agencies and divisions of the UN system. Some 40 placements were in the U.S., 30 of which related to SD.

Canada significantly stepped up its international advocacy on the Responsibility to Protect (R2P), achieving formal consideration of R2P at the UN in the context of UN reform. This growing international consensus was reflected in the December 2004 report of the High-Level Panel on Threats, Challenges and Change, which endorsed core elements of R2P, as recommended by Canada in its submission to the panel. Canada also drafted and negotiated a cross-regional "Friends of UN Reform" paper on R2P, which was a significant step toward the Secretary-General's follow-through on the panel's recommendations, in his report *In Larger Freedom*. By continuing to lead efforts on R2P, Canada is

promoting the strengthening of international norms to enable the international community to respond in a more timely and effective manner to serious violations of international human rights and humanitarian law, such as war crimes, genocide, ethnic cleansing and crimes against humanity ([http://www.international.gc.ca/canada\\_un/HLP\\_submission-en.asp](http://www.international.gc.ca/canada_un/HLP_submission-en.asp)).

### Strengthening multilateral institutions

In 2004, given then-current tensions over Iraq, Canada had as an objective in the G8 to strengthen the transatlantic relationship. The G8 also provides ongoing political support for the agendas of other multilateral institutions, such as APEC, OECD and World Trade Organization (WTO) priorities.

Canada works actively to strengthen APEC. Ministers approved a list of recommendations in November 2004, streamlining internal procedures, augmenting coordination between forums, and improving dialogue with the business community and other stakeholders. These measures are aimed at making APEC working-level activities more priority-focused, policy-oriented, and responsive to leaders' and ministers' instructions ([http://www.apec.org/apec/ministerial\\_statements/annual\\_ministerial/2004\\_16th\\_apec\\_ministerial.html](http://www.apec.org/apec/ministerial_statements/annual_ministerial/2004_16th_apec_ministerial.html) under APEC Reform).

Canada has earmarked financial assistance for the OIF and its operators to afford them greater latitude in terms of program development. Canada would like to persuade other financial donors to follow suit.

Canada played a key role in developing a 10-year strategic framework adopted at the Ouagadougou Summit, which identifies La Francophonie's key missions for the next 10 years. Canada also insisted that institutional reform of La Francophonie be pursued (<http://www.francophonie.org>).

A mission to the site of the 2006 Francophonie Summit in Bucharest was completed to assess Romania's organizational needs and the contribution Canada could make in staging the Summit.

Negotiations have begun with Quebec government authorities for the signing of an MOU between Canada and Quebec on the sharing of responsibilities in organizing the 2008 Quebec Summit.

Through alliances of like-minded governments such as the Geneva Group of major UN contributors, Canada and its allies developed and implemented common strategies on institutional governance issues, such as oversight (in particular internal and external audit), results-based management and priority-setting in UN organizations.

DFAIT (*Foreign Affairs*) organized the government's participation in the UN-Habitat's 2004 World Urban Forum (WUF), and coordinated negotiating positions for its Governing Council. Canada has re-engaged with UN-Habitat as a key partner, and will host the 2006 WUF. Canada is actively working with UN-Habitat to improve the structure and effectiveness of the WUF to address the significant challenges of global urbanization, and through work on the Governing Council, strengthening UN-Habitat's work plan and financial status.

Canada is active in ongoing efforts at reform and renewal of the OECD. As part of a long-term goal to make the OECD's work more global in reach and relevance, Canada is leading the development of a strategy for enhanced outreach to non-members, and has undertaken to chair the committee that will implement this strategy over the coming year. Canada, with the U.S. and others, achieved agreement on undertaking governance reform of the OECD as a precursor to enlargement. DFAIT (*Foreign Affairs*) engaged in consultations to provide a whole-of-government view of Canadian priorities to inform the work program and budget process at the OECD. In addition, Canada provided an auditor to sit on the Board of Auditors, in an ongoing effort to enhance management reform.

DFAIT (*Foreign Affairs*) continued to chair an Interdepartmental Committee on Specialized Agencies to ensure a common approach on crosscutting issues. The fruits of this approach were visible in the good coordination of Canadian delegations to major UN meetings, which in turn permitted Canada to achieve its objectives more effectively in the UN. Joint approaches were especially evident in the work on implementing the World Health Organization (WHO) Framework Convention on Tobacco Control (FCTC), in negotiations on the WHO's International Health Regulations and in leading Canada's preparations for the second phase of the World Summit on the Information Society (WSIS), to take place in November 2005 in Tunis.

In support of SD, the department organized two meetings of interested parties within civil society and different levels of government to instigate the development of an approach for national engagement in the UN Decade of Education for Sustainable Development (DESD). As a result, a network of some 60 groups is active under the direction of an Interim Steering Committee. The overall goal of the DESD is to integrate the values inherent in SD into all aspects of learning to encourage changes in behaviour that allow for a more sustainable and just society for all.

A review process was instituted regarding preparations for the UNGA and UNCHR, which allowed the department to enhance cooperation with OGDs and civil society on issues of interest, as well as to focus on priorities for the government.

The department successfully led Canadian preparations for the January 2005 UN World Conference on Disaster Reduction in Kobe, Japan, engaging eight federal departments, numerous academics and NGOs. Canada's well-developed and thoughtful positions influenced the final conference outcomes.

In addition to its work on the R2P, Canada continued its pursuit of UN reform through another substantive submission to the High-Level Panel on Threats, Challenges and Change. A number of Canada's ideas were reflected in the panel's December 2004 report, which in turn formed the basis for the Secretary-General's own proposals in March 2005 in his report *In Larger Freedom*. Canada welcomed the panel's submission and the Secretary-General's report. Dialogue continues with allies and the UN to encourage implementation of these ideas and proposals.

Canada contributed to stronger language in the Secretary-General's report on UN reform, both on human rights and on a credible and effective human rights body with a peer-review mechanism. Canada also ensured that the document reflected the importance of human rights in the work of the UN, and the important role of the Office of the High Commissioner for Human Rights (OHCHR).

DFAIT (*Foreign Affairs*) worked closely with CIC on a Canadian submission to the Global Commission on International Migration (December 2003-autumn 2005), which will submit recommendations to the UN

Secretary-General in October 2005 regarding national and international migration governance issues.

### Sustainable development

SD was a crosscutting issue at several APEC meetings this year, and was incorporated into APEC's annual work plan in May 2004. The ECOTECH committee will coordinate crosscutting activities related to SD. Canada also organized a successful workshop to analyze and explain the environmental impact of trade liberalization measures ([http://www.apec.org/apec/apec\\_groups/other\\_apec\\_groups/sustainable\\_development.html](http://www.apec.org/apec/apec_groups/other_apec_groups/sustainable_development.html)).

DFAIT (*Foreign Affairs*), in close coordination with Department of International Trade, played an active role in ensuring that key recommendations of the Report of the Ten-Year Review and Assessment Committee to the Council of the Commission for Environmental Cooperation (CEC) were integrated into the CEC's operations and activities. For example, DFAIT (*Foreign Affairs*) has been instrumental in the development of the CEC Strategic Plan on Trade and Environment, and in ensuring that North American Free Trade Agreement (NAFTA) Free Trade Commission and the CEC better coordinate their efforts in the elaboration of the CEC work program.

The UN Convention on Biological Diversity provides the forum for discussion of an international regime on access to genetic resources and benefit sharing. Canada has successfully identified and discussed areas of concern to both developed and developing countries, taking into account the experience gained from the national access regime and the implementation of the Bonn guidelines, and existing international instruments, in the negotiation of an international regime. A Working Group of the Convention has met three times to discuss gaps in the regulatory status quo and options to address them. An expert workshop held at the initiative of Canada and Mexico in December 2004 has been widely acknowledged as an important contribution to knowledge on the issues, and a model that could be followed in the future. Canadian delegations to these meetings, co-headed by Environment Canada and DFAIT (*Foreign Affairs*), have been very active (<http://www.biodiv.org/programmes/socio-eco/benefit/default.asp>).

Effective engagement of Russia by DFAIT (*Foreign Affairs*) and other departments bolstered international efforts to promote ratification of the Kyoto Protocol, and resulted in its entry into force in February 2005. The implementation of the Marrakech Accords will be completed at the 11th Conference of the Parties to the UN Framework Convention on Climate Change, and the first meeting of the Kyoto Protocol Parties will be hosted by Canada in Montreal in 2005. The meeting is scheduled to be held between November 28 and December 9, 2005. The intensified policy dialogue on the future climate change regime is under way. The rigorous analysis of Canadian interests and options for future commitments is under interdepartmental review, and will be advanced in preparation for Montreal and the international negotiations to follow. Increased interest in the Kyoto mechanisms has promoted further discussion of climate change issues and the means to address them. The department's Clean Development Mechanism and Joint Implementation Office will continue to promote the mechanisms in Canada and in developing countries.

In April, DFAIT (*Foreign Affairs*) facilitated an international seminar on clean development mechanisms (CDMs)—the basis for an operational partnership for sustainable development within La Francophonie, held in Montreal under the aegis of the Institut de l'énergie et de l'environnement de la Francophonie. The participants launched a Francophone partnership initiative for CDMs with a Francophone strategy for 2005-2009. The CDMs are an integral component in the implementation of the Kyoto Accord (<http://www.iepf.org>).

The department ensured that its initiatives were compliant with sustainable development-based legislative, directive and policy instruments. In 2004-2005, the department reported progress on the department's sustainable development strategy, Agenda 2006; completed strategic environmental assessments of its Memorandum to Cabinet as per the 2004 Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals; completed environmental assessments of nine international projects under the Canadian Environmental Assessment Act; and continued implementing its Environmental Management System as part of the department's operations domestically and abroad.

### Other accomplishments

The following are important departmental accomplishments that deserve mention despite the fact that they did not fit under established priorities.

#### *Disaster relief and prevention*

The department's Humanitarian Affairs Unit effectively and efficiently coordinated Canada's interdepartmental response to the December 26, 2004 Indian Ocean tsunami. Building on existing practices and standard operating procedures, DFAIT (*Foreign Affairs*) actively engaged some 17 OGDs and agencies, provinces and territories, municipalities, NGOs and UN agencies to ensure that Canada responded in a coherent and timely manner to the needs of the more than one million people affected by the disaster, in addition to actively participating in related high-profile international decision-making forums, such as the January Special ASEAN Leaders' Meeting on the Aftermath of the Indian Ocean Tsunami (Indonesia), and the Ministerial Meeting on Tsunami Early Warning (Thailand) (<http://www.international.gc.ca/asia/tsunami-en.asp>).

DFAIT (*Foreign Affairs*) and CIDA successfully co-managed the follow-up to the Good Humanitarian Donorship initiative in 2004-2005, including convening the second international meeting on the initiative in October 2004 in Ottawa, involving some 22 countries, UN agencies, NGOs and the Red Cross/Crescent Movement. The efforts have resulted in more focus and attention to the need for greater donor accountability. It has also contributed to efforts aimed at improving multilateral humanitarian action, including on civil-military coordination, and has fed directly into the Secretary-General's report *In Larger Freedom* ([http://www.international.gc.ca/foreign\\_policy/human-rights/ha1-humanitarian\\_donorship-en.asp](http://www.international.gc.ca/foreign_policy/human-rights/ha1-humanitarian_donorship-en.asp)).

#### *HIV/AIDS*

In consultation with OGDs and civil society, DFAIT (*Foreign Affairs*) developed a draft strategy paper for the department to effectively address the HIV/AIDS pandemic.

In collaboration with Industry Canada, Health Canada, Department of International Trade and CIDA, the

department successfully helped the government to pass and bring into force the Jean Chrétien Pledge to Africa Act, which implements a WTO decision on access to medicines. Under this legislation, Canadian pharmaceutical manufacturers must obtain licences to help provide more affordable medicines to countries in need. Canada, along with Norway, was one of the first countries to implement this decision.

Canada and the G8 endorsed and called for the launch of the Global HIV Vaccine Enterprise, to accelerate HIV vaccine development by enhancing global coordination, information sharing and collaboration.

#### *Public diplomacy*

Canada is providing financial support (\$2.6 million) to help organize the Francophonie Games to be held in Niamey, Niger, in December 2005. A large delegation of young Canadians will participate in these Games (<http://www.jeux.francophonie.org>).

#### *2.1.2.2.5 Performance assessment*

The Safe Third Country Agreement came into force in December 2004.

An independent evaluation was completed of the department's tsunami response, and feedback was received from an interdepartmental "lessons learned" exercise.

Substantive Canadian submissions on R2P and UN reform were reflected in the UN Secretary-General's report.

On the issue of HIV/AIDS, a draft departmental policy is under consideration for approval and the Jean Chrétien Pledge to Africa Act came into force on May 14, 2005.

The Kyoto Protocol entered into force in February 2005, later than originally anticipated.

The provinces and territories have been supportive of Canadian positions on access to genetic resources and benefit sharing in the Convention on Biological Diversity.

The G8 Research Group of the University of Toronto rated Canada as a top Sea Island performer in terms of compliance with agreements (along with the U.S. and the EU). According to the research group, Canada has either led or been one of the top two performers in six of the last nine summits, most recently receiving a rating of B minus. However, the group questioned the extent to which Sea Island outcomes had served Canadian interests ([http://www.g7.utoronto.ca/evaluations/2004seaisland/gra\\_des.html](http://www.g7.utoronto.ca/evaluations/2004seaisland/gra_des.html)).

The new framework for the Global Peace and Security Fund, a part of the International Assistance Envelope consisting of \$500 million over five years, was announced in the February 2005 Budget.

Multiple resolutions at the UN reflected Canadian priorities on human rights.

DFAIT (*Foreign Affairs*) remains engaged with civil society on human rights issues, through regular and informal consultations. On Iran, for example, Canada received positive responses from civil society and the media.

Canada achieved its major objectives in negotiations on the FCTC, the International Health Regulations and the WSIS.

External audits of UN agencies make it possible to track progress on results-based management.

Canada received positive feedback from OGDs, parliamentarians, NGO stakeholders, other countries and UN agencies on the Beijing +10 process.

Human rights considerations are fully integrated into the considerations of the Canada Border Services Agency.

Canada was actively engaged in preparations for the 2005 G8 Summit, which was chaired by the U.K.

#### *2.1.2.2.6 Achievement analysis and lessons learned*

The department's contribution to the Canada-U.S. relationship is positive. This was clearly expressed in Canada's support for the U.S. as it chaired the G8 in 2004.

Reducing threats is an objective to which DFAIT (*Foreign Affairs*) contributes through the promotion

of multilateralism, human rights and sound strategies for sustainable development, among other things. Other contributions include a coordinating role in various summits. The coincidence of Canadian priorities with U.S. interests helped Canada to achieve successful outcomes in important negotiations on this topic.

Of all the themes pursued by the department in multilateral forums, human rights and good governance were foremost in 2004-2005. Both are deeply held Canadian values, which are shared by several partner countries. While Canada was successful in moving these themes forward, this is but a step in an ongoing process. R2P was also a prominent, focused theme. The push behind this innovative intellectual doctrine, which Canada helped to develop—and which therefore has branding power—has been met with success in 2004-2005.

In 2004, the G8 process provided a key forum in which to mend the relationship between the U.S. and continental Europe, a significant strategic objective that could not have been anticipated in the RPP but that was fulfilled. However, despite the fact that several Sea Island outcomes furthered Canadian priorities, some observers raised questions on the definition of Canadian priorities.

At the time of drafting this report, the multifaceted topic of UN reform holds centrestage among institutional issues. Although it is only a step to successful reform, in 2004-2005, Canada was able to positively influence the process, particularly on substance. Other key institutions, such as APEC and La Francophonie, are both healthy and relevant. The absence of several heavyweights makes these institutions more responsive to Canadian priorities, and this report confirms that Canada uses its influence therein to advance its priorities.

Sustainable development is continually being integrated, both in corporate practices and in our foreign policy. Internationally, all major multilateral institutions now seem engaged in SD. The coming into force of the Kyoto Protocol is significant, especially given that it is known to Canadians.

The department's leadership role in guiding the government's response to the Indian Ocean tsunami deserves particular mention. The vast dimensions of

the crisis garnered significant interest among Canadians. The department ensured that Canada's humanitarian response to the disaster was robust, timely and well coordinated with the broader efforts of the international community.

The period 2004-2005 highlighted the need for and the value of ongoing interdepartmental consultation and coordination on complex, multifaceted issues, such as HIV/AIDS, emergency preparedness and disaster response, migration, trafficking in persons and human rights. Such collaboration is key to developing and promoting coherent and comprehensive responses, both domestically and internationally.

The period 2004-2005 also demonstrated the critical importance of timely diplomatic engagement by Canada to contribute toward preventing violations of international humanitarian, human rights and refugee law and policy. For instance, Canadian engagement on the deteriorating situation in Nepal led to agreement on the deployment of human rights monitors to the country.

### 2.1.3 Bilateral Relations—North America and the World

#### 2.1.3.1 North America (*the United States and Mexico*)

##### 2.1.3.1.1 *Our mandate in relation to the program activity*

In the area of North American bilateral relations, the department is responsible for advancing Canada's political, economic, cultural and social interests in its relations with the U.S. and Mexico; promoting Canada's broad foreign policy objectives within and through the Canada-U.S. and the Canada-Mexico bilateral relationships; and supporting the wider North American/trilateral agenda of the Government of Canada.

Along with managing a network of 23 missions in the U.S. and three in Mexico, key departmental functions include: fostering a strategic approach to Canada's engagement with the U.S. and Mexico, while bringing a whole-of-government/whole-of-relationship approach to managing the network of missions; preparing and

delivering a whole-of-government/whole-of-relationship advocacy program in the U.S. and Mexico; developing a trilateral dimension to Canada's agenda with the U.S. and Mexico; being a centre of expertise within the Government of Canada on the whole relationship with the U.S. and Mexico; and providing a focal point within the department on how the U.S. and Mexico should factor into Canada's position on multilateral and foreign policy issues.

The department is engaged in the Enhanced Representation Initiative (ERI) for the U.S., which is a partnership of eight departments and agencies whose objective is to augment advocacy and business development activities in the United States. Through this initiative, DFAIT (*Foreign Affairs*) fosters a strategic, whole-of-government approach to Canada's engagement with the U.S., particularly in the preparation and delivery of targeted advocacy programs.

#### 2.1.3.1.2 How we pursue our long-term outcome

The implications of the Canada-U.S. relationship are so complex and pervasive that most OGDs, all provinces and territories and many municipalities have dealings with the U.S. The Mexico-Canada relationship is also gaining in importance, as is the push toward trilateralization in a North American context. Close cooperation and coordination with partner departments is therefore critical to maintaining a consistent and cohesive approach to Canada-U.S. and Canada-Mexico relations.

DFAIT (*Foreign Affairs*) provides strategic guidance and overall management for the 23 missions in the U.S. and the three missions in Mexico, which are responsible for program delivery on a national and regional basis. As issues arise or as initiatives are put forward, the department works with the relevant departments to develop advocacy strategies, which are implemented through the network of missions in the U.S. and in Mexico. For example, on cross-border issues and on the implementation of the Smart Border Action Plan, the department works in concert with PCO, PSEPC, CBSA, DFO, CIC, Transport Canada and Environment Canada; on defence and security issues, there is close coordination with DND and PSEPC; and on Mexico issues there is involve-

ment by HRSDC, CIC and Indian and Northern Affairs Canada (INAC).

Through its weekly Advocacy Report Card (ARC), the department shares information with partner departments and agencies on upcoming events in the U.S., and reports back on initiatives that took place in the past weeks. A quarterly booklet entitled *Key Messages*, which provides communications lines on key bilateral priorities, is distributed widely to OGDs and Canadian stakeholders, including provinces, territories and the private sector.

In view of the overriding importance of Canada-U.S. trade to Canada's economic health, DFAIT (*Foreign Affairs*) and Department of International Trade are essentially twinned at the missions in the U.S., and the latter is well represented at the missions in Mexico. In addition, new mechanisms such as the Washington Advocacy Secretariat, the PCO Secretariat for Canada-U.S. Relations and the ERI provide for both a coordinated, whole-of-government approach for managing Canada-U.S. relations and a more diversified yet targeted approach of engaging U.S. decision makers and stakeholders.

#### 2.1.3.1.3 Our working environment

Management of the Canada-U.S. relationship is the critical foreign policy challenge for Canada. All areas of our national life—economic, security, political, cultural, as well as the larger dimensions of our international policies—are influenced by the course of Canada-U.S. relations. Nevertheless, the Canada-U.S. relationship is highly asymmetrical. Exports and imports with Canada represent 4.2 percent of the U.S. GDP, while Canadian trade with the U.S. represents 52 percent of Canada's GDP. Further, the U.S. is looking at issues all around the world, from nuclear proliferation to terrorism in the Middle East, to economic issues with China, and has a tendency to take its peaceful northern neighbour for granted. It therefore requires particular and consistent effort to get and sustain U.S. attention on issues of importance to Canada.

The after-effects of September 11, 2001 continue to overshadow U.S. relations with all countries. The U.S.

remains consumed with the need to protect its physical and economic security. This trumps all other issues in Washington, and everything that is done in terms of the relationship between Canada and the U.S. has to be understood through that prism.

President Bush's re-election in 2004 led to a renewed focus on key domestic "legacy creating" issues such as Social Security reform and conservative judicial appointments. These, joined with the war in Iraq and looming potential nuclear crises with Iran and North Korea, have had the effect of overcrowding the national agenda, making it increasingly difficult to place Canadian issues on the agendas of either the President or the Secretary of State.

Mexico has now also moved to the forefront of Canadian foreign and trade policy. Under NAFTA, Mexico has grown to become our sixth-largest trading partner in the world and our second most important trading partner in the Americas. The Mexican government has identified Canada as a strategic partner, particularly in terms of modernization of governance, and as a model for reforms and a potential ally in their bilateral agenda with the U.S. Moreover, Mexico has moved away from its tradition of isolationism, and has become a more dynamic and engaged multilateralist middle power with which Canada can cooperate.

Over the reporting period, the context of Canada-U.S. relations continued to evolve. The three North American leaders agreed at Waco, Texas, to move forward with a "Security and Prosperity Partnership" governed by the principle that "three should talk but two can act." The agenda is sharply focused on realistically deliverable enhancements across a wide spectrum of economic, defence and security, and environmental files without broaching the controversial concept of a "big bang." Early briefings of U.S. officials on the IPS and Canadian defence policy have raised Washington's expectations of a larger, more activist Canadian role as our capabilities in defence, security, diplomacy, development and intelligence are restored and enhanced, both on the global stage and in the continental context.

#### 2.1.3.1.4 Accomplishments against priorities

The 2004-2005 RPP identified the following priorities:

- manage and enhance the Canada-U.S. relationship;
- promote Canada-U.S. bilateral trade and investment; and
- continue to deepen and broaden the relationship with Mexico.

#### Manage and enhance the Canada-U.S. relationship

The Canada-U.S. relationship received new impetus and prominence through three major events in 2004-2005: the Prime Minister's first official visit to the U.S.; the U.S. President's first official visit to Canada; and the meeting of the Presidents of the United States and Mexico and the Prime Minister at Waco, Texas. The department contributed to shaping the agenda and setting the tone for all three meetings. The meetings fostered the political relationship at the highest level, and strengthened security and defence for Canadians. They led to the establishment of a cooperative approach to advancing our common security and prosperity interests. Specifically, the Waco meeting resulted in the signature of the Security and Prosperity Partnership of North America.

A new ERI governance structure was established, which better integrates partner concerns and promotes a whole-of-government approach for Canada-U.S. relations, and helped Canada to achieve a more effective influence in the U.S. As well, the department has increased its capacity for more focused advocacy in the U.S. by expanding Canada's network of missions in the U.S. Consulates general were established in Miami and Denver; consulates were opened in Anchorage, Phoenix and Philadelphia; a trade office was established in Tucson; and an additional eight honorary consuls were recruited.

Two key processes for cementing the partnership and advancing the whole-of-government approach to U.S. relations are being instituted: placement of partner personnel into U.S. advocacy and trade commissioner positions will permit partners to gain first-hand experience promoting Canada's interests in the U.S.; and implementation of the ERI program funding for advocacy and for business development activities will

promote increased trade opportunities, investment in Canada, and the flow of technology to Canadian firms.

Another initiative—the establishment of the Washington Secretariat—addressed the need for more intensive advocacy of Canadian interests in a more complex U.S. political and media context. One unit of the Secretariat supports the activities of the Parliament of Canada and the Interparliamentary Group; the other focuses on enhancing provincial representation in Washington. Both of these represent significant departures from historical Canadian practice.

The department contributed significantly to greater convergence on policies and coordination of issues between Canada and the U.S. in the areas of border, environment, energy and trade policy. Regular meetings and conference calls among Canadian senior officials fostered a whole-of-government approach to Canada-U.S. issues and facilitated coherence of messaging to the United States. The department was successful in increasing awareness in the U.S. of Canada's agenda and of Canadian capabilities, and in shaping the internal U.S. debate pertaining to a number of issues.

The department advanced the objectives of the Smart Border Action Plan by:

- ensuring that Canada-U.S. visa policy coordination was appropriately considered in the visa policy review of new EU member states, which led toward a decision by Canada not to lift visa requirements at this time;
- contributing to the development of a new Container Security Initiative with Hong Kong port and government authorities;
- assisting in the development of a NEXUS-Marine joint pilot project in the Windsor/Detroit area, which seeks to give pre-approved participants expedited clearance when travelling by private boat into Canada and the United States;
- contributing to the development of the agreement for Canada and the United States to share advance passenger information and passenger name record information on high-risk travellers destined to either country using a jointly developed risk-scoring mechanism. The first phase of this exchange was implemented on August 10, 2004;
- contributing to the development of the Safe Third Country Agreement at the land border

between Canada and the U.S., signed in December 2004, which allows Canada to more effectively manage the flow of refugee claimants and reduces the abuse of our asylum system while improving management of our shared border;

- providing key policy and legal guidance to negotiations with the U.S. Department of Homeland Security toward a Land Preclearance Agreement that facilitates the movement of people and goods. A framework agreement was announced on December 17, 2004, and formal negotiations began in June 2005; and
- extending air pre-clearance to Halifax International Airport in December 2004, thus ensuring shorter and easier connections to U.S. cities and enabling airlines to serve U.S. cities that do not have customs and immigration facilities.

The department promoted sustainability and improved transboundary air quality and water resources by working with partner departments to develop whole-of-government positions on such emerging issues as:

- Work on Devils Lake outlet in North Dakota led to greater public and policy makers' awareness of the importance of the Boundary Waters Treaty.
- Work on the Great Lakes Charter and Water Quality Agreement increased protection of the waters of the Great Lakes and promoted sustainable use of these precious resources.
- Work on the Canada-U.S. Air Quality Agreement pilot projects on international air shed management led to a commitment to reduce and manage regional and transboundary air pollution.
- Development of a North American (NA) strategy on invasive alien species was conducive to the protection of the NA environment and ecosystems from the impact of invasive alien species, costing governments billions of dollars to mitigate once they have been introduced.
- Collaboration with U.S. NGOs and others helped to advance Canada's position with respect to protecting the Arctic National Wildlife Refuge from drilling.
- Canada's position with respect to the sustainable use of seals was advanced within the U.S., and efforts by DFO to manage communication activities in the U.S. were supported.
- Canada's position in the development of North American energy markets was reinforced to the

U.S. while Canadian objectives were promoted, including protecting the Aboriginal culture and way of life from the impact of oil and gas development, by contributing to the establishment of an Electricity Reliability Organization and the technical and policy preparations for an Alaskan natural gas pipeline.

In other areas, the department contributed to preventing the escalation of major irritants through its increased advocacy capability to react to and ease potential strains and irritants by working closely with partner departments:

- with regard to outstanding boundary disputes with the United States, ensured that Canada's positions were protected and that issues in the disputed zones, such as Machias Seal Island fisheries, were managed so as not to damage Canada's position with respect to sovereignty claims; and
- resolved a looming dispute over the differential application of Canadian marine navigation fees between certain Canadian and U.S. Great Lakes. This eliminated inadvertent discrimination against U.S. vessels and avoided investigation by the U.S. Federal Maritime Administration and probable retaliation against Canadian vessels.

To ensure that Canada's interests are protected, it is essential to create and foster a better understanding of Canada and Canadian policies among key members of Congress, the U.S. media, academia and the foreign policy community. This was accomplished in a variety of ways, including the following:

- The department expanded its network of Web sites carrying common general information on the key aspects of the Canada-U.S. bilateral relationship to all major posts. Over the reporting period, these sites attracted more than 3.6 million clients with over 22 million individual hits.
- The department launched two new thematic Web sites to inform the U.S. audience of the importance of Canada's contribution to the international fight against terrorism and to highlight the importance of the trading relationship between our two countries (<http://www.canadianally.com/ca> and <http://www.CanadaMattersToUS.com>).
- The Washington Secretariat made outreach calls to members of Congress advocating Canada's

position on various issues, including border security, Devils Lake, bovine spongiform encephalopathy (BSE) and softwood lumber.

- Some 1,800 staffers and members of Congress attended Canada-U.S. Partnership Day on Capitol Hill along with the International Trade Minister, the Canada-U.S. Inter-Parliamentary Group, the Senate Standing Committee on Agriculture and Forestry, provincial and territorial ministers responsible for international trade and forestry, and several industry associations. This event provided an opportunity for MPs, senators, provincial partners and the Government of Canada to engage with U.S. legislators and their staff to discuss the importance of the Canada-U.S. relationship and to highlight specific themes such as North American competitiveness, security, investment in Canada and the need to resolve trade disputes.
- Congressional staffers and think-tank researchers visited the Canada-U.S. border (including land border, airports and maritime ports) to communicate Canada's efforts under the Canada-U.S. Smart Border Action Plan to groups of key U.S. decision makers and influencers.
- Regular editorial board meetings by Heads of Mission (HOMs) and other visiting Canadian officials helped to engage U.S. media.
- Canadian studies initiatives in the U.S. were expanded as a source of information on Canada and a way to generate dialogue on key bilateral issues in Canada.

The department expanded advocacy efforts in the U.S. by engaging parliamentarians, premiers, mayors and other Canadians, fostering a whole-of-government, whole-of-Canada approach by:

- coordinating multiple visits by parliamentarians and provincial/territorial officials to various locations in the United States;
- encouraging participation by parliamentarians and provincial/territorial representatives in the annual HOM meeting in Ottawa;
- supporting binational municipal collaboration by partnering with the Federation of Canadian Municipalities (FCM), which is formalizing and solidifying its partnership with the U.S. National League of Cities to share best practices, build a cross-border policy and advocacy network, and plan next steps;

- producing a booklet entitled *Key Messages* for use by Canadian officials and partners (provinces/territories, municipal leaders, and key industry stakeholders) to reinforce the whole-of-government approach in our relations with the United States. Production has been expanded to more than 1,000 copies per quarterly edition; and
- developing and producing a weekly ARC, which is distributed directly to 347 contacts working for partner departments and other levels of government and shared with hundreds more to provide timely reports on our missions' activities and policy updates to partners on key bilateral priorities (e.g. BSE, border security, Devils Lake).

### Promote Canada-U.S. bilateral trade and investment

The department played a lead role in the management and coordination of the International Business Development (IBD) program in the U.S. Through the ERI, which has provided increased points of service in the U.S. and enhanced coordination with partners and clients while providing more than \$2 million in additional funding, the IBD program has successfully integrated the core elements of trade, investment, and science and technology partnering. This program is vital in supporting the world's largest bilateral business relationship. In the aerospace sector, for example, a joint government-industry coalition was successful in winning 35 contracts, worth more than \$100 million, for Canadian firms under the U.S. Joint Strike Fighter Program.

In close collaboration with in-Canada partners and its network of posts, the department managed an active program to attract new business to Canada, focusing on knowledge-based sectors—the growth industries of tomorrow. The program has had notable successes: technology leaders such as Dell Computers, Hershey's, IBM and Merck Frosst launched major new or expanded investments into Canada during the year.

The department took a lead role in the development of multi-stakeholder strategies in priority sectors in the U.S., and in the reinforcement of consistent messages to an ever-expanding network of potential U.S. business partners. The biosciences marketing strategy, for example, successfully highlighted unique Canadian capabilities and promoted profitable cross-border collaboration, such as recognition of the advantages of conducting clinical trials in Canada.

Departmental activities contributed to increased participation by potential U.S. business partners at Canadian business development events. A program of targeted outcalls to key U.S. firms and research institutes generated a new wave of interest in Canada. As a result, U.S. business partners were prominent at major Canadian events across a range of emerging industries, for example environment (Globe), biosciences (biopartnering), alternative energy (Fuel Cells Canada), and homeland security (Procurement Conference of the Americas).

Support for Canadians conducting business in the U.S. was improved. The department worked in close collaboration with in-Canada partners and the network of commercial offices in the U.S. to deliver key business services to Canadian clients. The government assists more than 16,000 companies annually in the U.S. marketplace, the vast majority of them small and medium-sized enterprises (SMEs).

Last year marked the 20th anniversary of the highly successful ExportUSA program, which provides new Canadian exporters with market information and first-hand exposure to the U.S. marketplace. In 2004-2005, 1,400 companies participated in 97 seminars and missions under this program. Since it first began, more than 21,000 Canadian companies have benefited from participation in ExportUSA.

Efforts to make Canadian SMEs more competitive and more active through increased information flow and introductions to key contacts showed success. The ERI helped the newly created Technology Partnering Initiative (TPI) to become firmly established in 2004-2005. The TPI enabled 100 Canadian firms to participate in six targeted technology-partnering missions to the United States. These missions, designed to promote commercialization and collaboration in emerging sectors, were organized in priority sectors, including nanotechnology, alternative energy, homeland security, clinical trials, medical devices and photonics. Canada now has a robust framework that will ensure that new and emerging priority sectors (such as ocean technologies) will receive support for future technology partnering and collaboration.

The department ensured that Canadian businesses gained foreign market exposure by coordinating Canadian participation at major (multi-post) U.S. events, such as the Cellular Telecommunications

and Internet Association (CTIA) Wireless '05, Biotechnology Industry Association (BIO '04), Offshore Technology Conference (OTC '04) and International Builders' Show (IBS '05).

The department also led a concerted effort to manage and mitigate the fallout from key U.S. domestic issues, which could have adversely affected Canada-U.S. commercial relations. Major campaigns included Internet pharmacy, outsourcing and softwood lumber advocacy.

### **Continue to deepen and broaden the relationship with Mexico**

Good progress was achieved in strengthening our relationship with Mexico and in establishing greater coherence between Mexican and Canadian policy interests in Latin America, particularly human rights, human security and in the SOA process. The department successfully engaged Mexico to host the January 2004 Monterrey Special Summit of the Americas, in part by providing financial assistance through the HSP.

Support for the work of the OHCHR and for the Diagnostic on Human Rights in Mexico published in December 2003, provided Mexico with a base from which to launch a National Human Rights Program in December 2004. Specifically, in June 2004, a Mexican delegation visited Ottawa to examine how Canadian authorities and civil society measure progress in human rights, in order to incorporate human rights indicators into their National Human Rights Program. Regular video-conferences and annual meetings among senior officials in Ottawa, Mexico City and New York have aligned both countries' policies, not only within the Group of Friends on UN reform, but also toward greater coherence on mutual multilateral policy interests in Latin America regarding human rights and human security. A specific outcome was to increase Mexican involvement in the HSN.

Cooperation and consultations with a number of Canadian government departments resulted in the participation of eight ministers joining Mexican President Vicente Fox in a highly successful working visit to Ottawa in October 2004. The visit promoted policy coherence with Mexico in areas such as health care, environment and foreign policy, and provided a forum for the signature of a number of instruments,

including the Canada-Mexico Partnership (CMP), letters of intent on academic cooperation, climate change initiatives, and health-sector collaboration. Extensive ongoing outreach activities (such as Canada Week, "Indigenous Autumn" events, and events surrounding the celebration of the 60th anniversary of the Canada-Mexico diplomatic relationship), and support for visits in Mexico of the premiers of Quebec and of Nunavut, served to raise Canada's profile in Mexico and deepen understanding of Canadian challenges and priorities. Additional outreach activities with Canadian business representatives and all major political parties will ensure that Canada and Canadian economic and political interests will be protected irrespective of changes to the political environment, and that key players in the new Mexican government (after 2006) have a better understanding of Canada's foreign policy and good governance agenda.

Progress in the areas of human rights and Indigenous issues was achieved through regular consultations between governments. This contributed to a greater coincidence of views between Canadian and Mexican public and foreign policy on human rights, democracy and good governance, supported by initiatives such as a study trip to Canada for drafters of the Mexican National Human Rights Program in July 2004, and the signing of instruments such as the Letter of Intent to Promote Cooperation on Indigenous Issues. Consultations with the Institute for Connectivity in the Americas (ICA), a component of IDRC, contributed to the development of @Campus Mexico, officially launched by President Fox on October 20, 2004. This initiative, which targets some 47,700 managers, ranging from analysts to general directors in 85 federal agencies, provides Web-based training and evaluation programs for Mexico's public service in support of democracy and good governance. @Campus Mexico will help to create a more modern, professional public service in Mexico that will survive the change of government in 2006.

In the area of UN peacekeeping operations, transparent discussions produced a better understanding of the challenges ahead. Workshops and training sessions for Mexican officials helped to increase their interest in participating in humanitarian assistance operations. In February 2005, the Mexican Senate approved a constitutional reform giving the President more flexibility

in sending troops abroad for humanitarian and rescue operations.

Close and continuing consultations and cooperation with HRSDC and CIC to extend the Seasonal Agricultural Workers Program resulted in an extension of the program to all Canadian provinces, except Newfoundland and Labrador. More than 11,000 Mexican workers now come to work on Canadian farms each year.

The CMP Housing and Urban Development Working Group's efforts in 2004-2005 resulted in Canadian expertise in urban development being deployed in over 10 major projects in selected large cities in Mexico. The projects have opened new markets for Canadian urban and environmental technologies and services, and have advanced commercialization and trade opportunities between Canada and Mexico. A commitment by Mexican developers to use innovative Canadian technologies in five major housing development projects in Mexico will help companies better understand the specific nature of the Mexican housing industry, identify ways to make their products and services more competitive, and ultimately increase their market share.

Overall, two-way trade increased to \$16.4 billion in 2004 from \$14.4 billion, ranking Mexico fifth among Canada's export markets. More than 500 Canadian and 1,500 Mexican companies participated in sectoral missions, seminars, matchmaking events and trade shows. Media campaigns during trade shows and missions' outreach activities, and visits and seminars resulted in increased trade, greater awareness of opportunities in Mexico, and in 348 additional companies identifying Mexico as a target market.

Key market access results in 2004 included improved import conditions in the agricultural sector (meats, pet food, grains, additional beef products, etc.); removal of avian influenza-related measures against duck meat; an agreement to resume trade in seed potatoes from across Canada; the addition of actuaries and plant pathologists in the mutual recognition agreement; and the implementation of a series of measures to liberalize the NAFTA rules of origin applicable to seven products. In addition, 80 potential targets for foreign direct investment (FDI) into Canada were identified.

The trilateral agenda was advanced significantly through the Security and Prosperity Partnership of North America initiative, which was signed by Canada, Mexico and the United States on March 23, 2005 in Waco, Texas. Trilateral discussions to expand the marine security initiative to Mexico are ongoing. On container security issues, Mexico has expressed an interest in having its main western container ports considered secure, which would help address U.S. security concerns with Mexico. Opportunities for trilateral defence cooperation may also be identified in the course of NORAD renewal and North American defence discussions.

#### 2.1.3.1.5 Performance assessment

Performance monitoring of policy initiatives is fraught with uncertainty. For example, progress toward enhanced relations with and more effective influence in the U.S. is neither directly measurable nor quantifiable. Activities that were monitored include:

- Can-Am Web sites usage rates: seven new sites; 19 percent increase in clients; 22 million hits;
- number of official visits to the U.S. by Canadian parliamentarians and provincial legislators facilitated by the department;
- number of official visits by U.S. and state legislators to Canada facilitated by the department; and
- academic and media commentary for reflection of key public diplomacy and advocacy priorities.

Other monitoring activities intended to track progress in the policy realm included:

- tracking the evolution of desired policy outcomes in forums such as the Shared Border Accord meetings, the Transportation Border Working Group, and the Cross-Border Crime Forum;
- tracking the level of bilateral and internal engagement on Canadian issues at senior official and ministerial levels beyond public statements; and
- participating at key stakeholder events on policy proposals such as land pre-clearance, as well as feedback from advocacy activities.

Positive results were registered in all of these areas, leading to the subjective assessment that good progress was achieved.

With respect to ERI implementation, an RMAF for measuring the performance of the ERI has been developed. However, since the ERI was in the process of implementation in 2004-2005, data on the selected indicators will not be available until 2005-2006.

The ERI did meet its program objectives with respect to increased representation (mission additions/changes, staffing assignments, honorary consuls recruited) and managing the partnership (governance events, communications, management projects). Based on direct feedback, partners were satisfied with the progress made in both the development of the partnership (including decision making, funding allocations, project approval and staffing decisions) as well as their ability to deliver advocacy and business development services in the U.S. through the missions.

The department monitored progress in bilateral trade and investment through various means:

- Client satisfaction was verified through client surveys (the 2004-2005 annual survey of posts' clients is completed but not yet released).
- Feedback was received from Canadian SMEs that participated in department-organized events and trade fairs. Information was also received or intelligence generated by the department. For example:
  - o Visitors to the Canada Pavilion at CTIA Wireless 2005 in New Orleans, Louisiana, were surveyed for their views on a number of elements concerning the Canada Pavilion, Canadian wireless capabilities, investment opportunities, and sourcing. Fully 86.5 percent of respondents (422) said that their visit to the Canada Pavilion was either "very important" or "somewhat important" for their company or organization. Another survey of Canada Pavilion exhibitors showed a high level of satisfaction, as illustrated by the following testimony: "Participating in the Canada Pavilion put our company on a visibility level of our competitors that also exhibited. As a small start-up, we do not have the resources to exhibit at the level the pavilion offered (exhibit booth look, location and cost). The benefit of exhibiting in the pavilion is that we can show our technology at CTIA and give customers the

comfort level to complete a sale, something we cannot do from a meeting at our office." WaveTeq, Kelowna, BC.

- o Statistical reports, including those at the end of fiscal year 2004-2005, showed that 6,806 Canadian companies registered in the Virtual Trade Commissioner (VTC) program were active in the U.S. market as exporters, and a further 5,035 indicated that they were interested in this market but not yet exporting.

Progress achieved in the Canada-Mexico relationship was indicated by:

- Mexican support of Canadian positions in international organizations, as demonstrated by Mexican involvement multilaterally, including the UNGA, the Group of Friends on UN Reform, and the OAS, and by their explicit support for Canadian-led initiatives such as R2P and L20;
- introduction by Mexico of legislation, regulations and policy statements that enhance good governance, reflecting Canadian advice and training, as demonstrated by the development and implementation of the Mexican National Human Rights Program, the signing of a number of instruments during President Fox's visit, and the tabling of major proposals in areas such as the energy sector, fiscal, labour, justice and public security reform, which have contributed to enhancing good governance in Mexico; and
- a higher level of coherence across a broad range of Canadian government activities, as demonstrated by the signing of the CMP and of a number of instruments between the Mexican government and other Canadian government departments (such as HRSDC, Industry Canada, Health Canada, INAC and Canadian Institutes of Health Research), particularly in the lead-up to President Fox's visit. Exchange of best practices and sharing of information have been facilitated through such forums as the 13th Canada-Mexico Interparliamentary Meeting and the working visits of provincial leaders and senior officials in Mexico, which required planning between missions, OGDs and provincial governments.

### 2.1.3.1.6 *Achievement analysis and lessons learned*

As part of the department's transformation agenda, the geographic branches have been significantly reorganized. The North America Branch now includes the North America Bureau, which covers the U.S. and Mexico as well as the Enhanced Representation Initiative in the U.S. The purpose of this restructuring is to increase operational strength and agility and respond to new institutional realities. This reorganization, while well under way, has posed some operational challenges in terms of the Branch's ability to meet all the other diverse demands on its time and resources—an issue that arises during any structural change, particularly one of this broad scope.

As noted above, one of the principal accomplishments of the past year was the successful launch of the Washington Secretariat at the Canadian Embassy in Washington DC. However, the services offered by one of its two units, which supports the activities of the Parliament of Canada, have not been accessed to the extent expected. The main reason for this underutilization had to do with the constraints placed on parliamentarians by the complexities of a minority government situation, particularly with respect to their ability to spend time away from Ottawa. While this factor was clearly beyond its control, the department has concluded that more effort is required to bring the unique advantages of the Secretariat in general—and this unit in particular—to the attention of stakeholders.

While Canada's advocacy efforts in the U.S. have increased in scope and effectiveness, the department needs to make greater progress in addressing some false impressions about this country that persist among some Americans. These include misunderstandings about the strength of Canada's border security measures and this country's role in international counterterrorism.

### 2.1.3.2 *Bilateral Relations: The world (excluding the U.S. and Mexico)*

The 2004-2005 RPP identified the following priorities:

- implementing the Africa Action Plan / strengthening key bilateral relations;

- strengthening multilateral organizations and multilateral institutions;
- effective advocacy of Canada's global and human security interest to enhance support for human rights, democracy and good governance;
- increasing international awareness of Canada and its values; and
- greater innovations throughout the department's operations.

#### 2.1.3.2.1 *Our mandate in relation to the program activity*

As part of the strategic repositioning of the department, a consolidated Bilateral Relations Branch was formed. This newly created Branch combines the former Africa and Middle East, Latin America and Caribbean, Asia-Pacific and Europe bureaus. The purpose of the reorganization is to increase operational strength, and to provide the agility to respond effectively to short-term crises, unexpected developments, and longer-term priorities.

The Branch's role in this realm is to manage and coordinate Canada's relations with all regions of the world (except the United States and Mexico), providing resources and guidance to missions abroad. It also provides policy advice to the Minister, based on country and regional analysis, manages certain core departmental programs and all business line activities, and coordinates the initiatives of OGDs and agencies co-located at missions abroad. The department manages 247 points of service, from full-service missions to honorary consulates. Broken down by region, Canada has 76 missions in Europe, 54 in Asia Pacific, 63 in Africa and the Middle East, and 54 in Latin America and the Caribbean.

The role of the missions is to represent the Government of Canada and advance Canadian interests in designated countries, subregions and multilateral organizations. Missions play a central role in delivering on Canada's key international objectives pertaining to foreign and trade policies, public diplomacy, defence, immigration and development assistance. They also play a growing role in the support of domestic programs and activities, ranging from food inspection to public health. Except for those in the U.S. and Mexico, HOMs in all bilateral posts report

back to the Minister of Foreign Affairs through the Bilateral Relations Branch.

Communicating with the public both at home and abroad is an important activity of the missions. HOMs and other personnel conduct frequent outreach activities in Canada and in their countries of accreditation. In addition, each geographic bureau and most missions within the department maintain an extensive presence on the DFAIT (*Foreign Affairs*) Web site, providing country statistics and profiles, advice on travel and detailed information on priorities and activities.

#### 2.1.3.2.2 *How we pursue our long-term outcome*

A new process for developing whole-of-government, coordinated country strategies is providing the department with a mechanism for improved consistency in policy coordination and consultations with functional bureaus and partner departments. In this way, DFAIT (*Foreign Affairs*) is taking an enhanced foreign policy leadership role across government. A new Strategy and Services Bureau is being established in order to support both of these objectives.

In concert with country strategies and a range of Government of Canada policies, a series of bilateral and multilateral agreements and statements guide the management of our relations with key countries. These include the Canada-Japan Economic Framework ([http://www.international.gc.ca/asia/japan/2005\\_Launch\\_Econ\\_Framework-en.asp](http://www.international.gc.ca/asia/japan/2005_Launch_Econ_Framework-en.asp)), the Canada-India Joint Statement (<http://www.pm.gc.ca/eng/news.asp?id=391>), the Joint Declaration of Intent between Canada and South Africa, and the high-level mechanism for political consultations agreed to by the President of Brazil and Prime Minister Martin during their November 2004 meeting. Finally, the department and its related missions engage with both the EU and EU member states to implement the Canada-EU Partnership Agenda ([http://www.international.gc.ca/canadaeuropa/partnership\\_agenda-en.asp](http://www.international.gc.ca/canadaeuropa/partnership_agenda-en.asp)).

The department also maintains an extensive range of consultation mechanisms for key countries and regions. Working with OGDs, NGOs and private industry, these consultative bodies allow for important

two-way dialogue between the department and interested parties. Such mechanisms include the Canada-China Strategic Working Group, Focus India, the Canada-Japan Forum, the Brazil Interdepartmental Working Group, Canada-EU Summits, and bilateral consultations with representatives of other countries.

The department also pursues its objectives through multilateral forums. Initiatives include promoting reform of inter-American institutions—notably the OAS—and providing leadership in the SOA process to ensure that Canadian interests are reflected in the hemispheric agenda. It is important to note that Canada's work on the hemispheric agenda is well recognized and appreciated by the United States. Canada also participates in multilateral decision-making bodies, while working with like-minded countries to promote shared priorities at the UN and other international organizations. Consistent with the October 2004 Speech from the Throne, the department leads a whole-of-government approach to supporting a New Partnership for Africa's Development (NEPAD), leading up to the 2005 G8 Summit and beyond. This includes ongoing implementation of the G8 Africa Action Plan. Canada's engagement on security and economic issues with the APEC forum and ASEAN is also supported. The geographic bureaus within DFAIT (*Foreign Affairs*) play an important role in influencing various countries to support Canada's bilateral, regional and multilateral initiatives related to the L20, UN reform and other issues.

The department works closely with partner departments to pursue common objectives in support of Canada's prosperity, security and responsibility agendas. For example, it promotes Canadian economic and trade interests in collaboration with the Department of International Trade and the Department of Finance. A significant contribution to this priority is development of the department's capacity to understand and interpret economic events. In collaboration with the Department of International Trade and the Department of Finance, the department develops high-quality economic reporting from around the world. The department also works with CIDA with respect to the effective management and delivery of poverty reduction and peace and security programs around the world and with CIC and DND on a range of issues. All of these departments and many others

have staff co-located in Canadian missions around the world.

Finally, through extensive outreach and consultation, the department works to ensure that provincial governments and business leaders more fully understand Canada's economic interests and strengths, and engage with the federal government on bilateral, regional and global economic initiatives.

#### *2.1.3.2.3 Our working environment*

In the area of bilateral relations, the department is challenged by a wide variety of events and circumstances across the globe. Europe is characterized by a rapidly changing political and economic environment, exemplified by the EU's expansion to 25, the debate over an EU Constitution and Europe's role in the world, and by historic democratic changes taking place in Ukraine. The evolution of transatlantic relations had important implications for the global political environment as well as for Canada's bilateral relations in Europe, in a symbolic year marked by the 60th anniversaries of D-Day and the liberation of Auschwitz.

In 2001, the NEPAD, the African-led plan to end social and economic marginalization, identified peace and security, and good governance as prerequisites to achieving sustainable development. Africa has made good progress. However, Africa suffers from political, economic and health crises that are qualitatively and quantitatively worse than in any other region: Africa takes up about 70 percent of UN Security Council time, and recent assessments of progress to meet the 2015 target date for the MDGs confirm that only a handful of African countries are on track and, as a region, Africa is least likely to achieve them.

In the Middle East and North Africa, successful elections in Iraq and in the West Bank and Gaza in January 2005, along with progress toward Israel's withdrawal from Gaza and parts of the West Bank, provided cause for optimism in the context of these conflicts. Relations with Iran, however, remained strained due to ongoing concerns over that country's human rights record and efforts to acquire the full nuclear fuel cycle.

The Latin America and Caribbean region is Canada's backyard. The region is a destination for millions of

Canadian tourists, indeed, usually their first contact with the developing world, and for about \$80 billion or 20 percent of Canadian FDI abroad. Following many years of relative progress, this year brought numerous challenges on many fronts, including devastating hurricanes, political turmoil and violence in Haiti, and political instability in several countries, fuelled in large part by perceptions that the benefits of globalization and economic growth have not translated into real gains for much of their populations.

The major challenges and trends that influenced the operating environment in Asia Pacific in 2004-2005 were increasing global economic influence and regional integration; the rising political weight of countries such as China and India; the ongoing presence in the region of a number of undemocratic political regimes and the concomitant security concerns; and growing people-to-people links with Canada. The South and Southeast Asia region also includes most of the countries severely affected by the December 2004 tsunami in the Indian Ocean, requiring ongoing humanitarian assistance and longer-term reconstruction.

The dual transition from four regional branches to one Bilateral Relations Branch, and from one organization to two organizations, were major challenges for the geographic divisions as well as for missions. While this restructuring will provide for enhanced capacity and capability, in the short term the challenge is to implement the changes while meeting all other demands.

#### *2.1.3.2.4 Accomplishments against priorities*

##### **Implementing the G8 Africa Action Plan / strengthening key bilateral relations**

Working with key partners, the department took a lead role in projecting Canada to the world in a wide variety of ways. In Europe, for example, Canada strengthened its relations with key partners and underscored its commitment to a vibrant transatlantic community by ensuring a strong presence at events in France marking the 60th anniversary of D-Day, and in Poland marking the liberation of Auschwitz.

The Canada-EU Partnership Agenda—the roadmap adopted in March 2004 that sets out areas of cooper-

ation on global challenges—is being successfully implemented, reflecting mutual recognition by Canada and the EU as strategic partners ([http://international.gc.ca/canadaeuropa/partnership\\_agenda-en.asp](http://international.gc.ca/canadaeuropa/partnership_agenda-en.asp)). This partnership allowed Canada to participate in the EU-led observer mission to the Palestinian elections, as well as in EU civilian and military crisis management operations in Bosnia and Herzegovina and the Democratic Republic of Congo. Additionally, Canada launched negotiations of a framework agreement for the participation of Canada in EU-led crisis management operations. We also concluded negotiations with the EU on an Agreement on the Processing of Advance Passenger Information and Passenger Name Record (API/PNR) data, balancing the need for enhanced security with the protection of individual rights.

Changes in transatlantic dynamics made it more challenging for Canada to advance its interests and manage bilateral relationships. EU institutions and member states were focused on enlargement and constitutional issues, as well as on relations with the U.S. and immediate neighbours. EU enlargement makes decision making in the region more complex and requires refined Canadian advocacy strategies in EU institutions and in national capitals. Given Europe's influence on issues affecting Canada's priority interests, it will be critical to strengthen our own influence among European decision makers and build support for Canadian objectives.

In recognition of Brazil as an emerging economic power in Latin America and beyond, Prime Minister Martin visited Brazil in November 2004 for bilateral discussions. The leaders issued a Joint Declaration that called for "strengthening and deepening ties between Brazil and Canada" and a global and hemispheric partnership (<http://www.pm.gc.ca/eng/news.asp?id=333>). The Declaration also called for the creation of a high-level mechanism for political consultations. Foreign Minister Pierre Pettigrew met with his Brazilian counterpart in June 2005, and both expressed a strong commitment to deepen political ties between Canada and Brazil. International Trade Minister Jim Peterson led, at the same time as the Prime Minister's November visit to Brazil, a 50-member Canadian business delegation to explore commercial opportunities and prospects for enhanced trade.

DFAIT (*Foreign Affairs*) has met a degree of success in its strategy to achieve a balanced, privileged and multi-faceted relationship with Brazil, including the Prime Minister's November 2004 visit to Brazil, a change in the tone of our overall bilateral relationship, Brazil's support for Canada's L20 proposal and our ongoing cooperation in Haiti. Ongoing challenges include building a higher profile in Brazil, securing greater engagement from the Brazilians and greater transparency and more specific parameters for regional aircraft financing by the two governments.

In January 2005, Prime Minister Martin travelled to several Asian countries. Economic objectives and other priorities of the domestic agenda were key among the purposes of the trip. In Japan, leaders agreed to address strategic economic priorities and emerging opportunities through an innovative Canada-Japan Economic Framework. In China, the leaders agreed upon a framework for the activities of a Strategic Working Group (SWG), which will serve as the architecture for our bilateral engagement with China. Chinese agreement was obtained to grant approved destination status (ADS) to Canada (implementation negotiations are pending) and to further negotiations on a Canada-China Foreign Investment Protection and Promotion Agreement (FIPA). A bilateral Cultural Agreement was also signed. In addition, the Prime Minister announced Canada's commitment to the Pacific Gateway concept, which will facilitate the expansion of bilateral trade by increasing British Columbia's port, rail and highway capacity. In India, leaders agreed to pursue a Partnership for Prosperity agenda, which includes a new CEO Roundtable, and the conclusion of a FIPA. The two countries have also established the Canada-India S&T Agreement, a mechanism through which Canada hopes to develop further science and technology linkages in key areas with India and advance the commercialization of research.

The department continued to demonstrate its active commitment to Africa. In the year-long approach to the July 2005 G8 Gleneagles Summit, Canada met a Speech from the Throne commitment: keeping Africa at the top of the international agenda and strengthening support for the NEPAD, the African-led plan to end social and economic marginalization. Canada's June 2005 national progress report described how Canada has implemented the G8 Africa Action Plan

and other Africa-related initiatives against our many objectives (<http://www.g8.gc.ca/aap-national-report-2005-en.asp>). In the February 2005 Budget, Canada committed to double aid to Africa by 2008-2009 (from 2003-2004 levels) and to provide significantly increased funding for vaccines and immunization, the Global Fund to Fight AIDS, Tuberculosis and Malaria, polio eradication, debt, and peace and security initiatives.

Canada-South Africa bilateral consultations (May 2005) strengthened Canada's relations with our principal political and economic partner in sub-Saharan Africa. The consultations provide for progress toward concluding a bilateral development cooperation treaty. They also provide for agreement to conduct a joint study on collaboration in peace support; integrate trade discussions in the consultations; proceed on arts and culture projects; explore possibilities for health cooperation and for commitments to resume investment protection and air service discussions.

The two priority areas within the Middle East and North Africa where progress was made in 2004-2005 were in managing Canadian efforts in support of Iraqi reconstruction, and the Middle East Peace Process. In Iraq, our commitment is based on the belief that a stable, secure and prosperous Iraq is in everyone's interest. On the bilateral front, we worked to build up Iraqi capacity in the security sector, especially on policing. Twenty Canadian police officers were active at the multinational training academy in Jordan to put Iraqi recruits through basic training. A series of senior Canadian police officers were also deployed in Baghdad, where they offered guidance on modern policing to the new Ministry of the Interior. At the NATO Summit in February, Prime Minister Martin announced additional assistance for the training of the Iraqi armed forces.

DFAIT (*Foreign Affairs*) is leading the interdepartmental process toward re-establishing a Canadian Embassy in Baghdad for the first time since 1991. Working with other interested departments, including CIDA, the Department of International Trade, and DND, the department has the identified suitable space within the International Zone, where the security risks can best be managed. Canada's Ambassador to Jordan has been designated as non-resident Ambassador to Iraq.

Canada also demonstrated its commitment to support the Middle East Peace Process and the parties' efforts to fulfill their reciprocal Roadmap obligations through diplomatic and financial engagement. Canada launched an initiative to promote fair, constructive and pragmatic UN Middle East resolutions, consistent with Roadmap obligations and the Quartet's statements, which resulted in some changes in Canadian votes. DFAIT (*Foreign Affairs*) contributed to meaningful Canadian support to the Palestinian Authority presidential election, including support to Palestinian voter registration, deployment of election observers, and extension of technical expertise. Minister Pettigrew's visit to Jordan, Israel, the West Bank and Gaza, Lebanon and Syria in February 2005 presented an opportunity to engage regional leaders at the highest level at a time of renewed opportunities for peace. In addition, Canada continued its lead role on Palestinian refugee issues as Gavel Holder (chair) of the multilateral Refugee Working Group.

Using a wide variety of mechanisms, the department sought to integrate foreign and domestic policies. In 2004-2005, there was further development of our extensive network of contacts in partner departments, provinces, business associations, academia, and among opinion leaders in Canada and in all regions. For example, to better manage Canada's relations with the United Kingdom on a whole-of-government basis, DFAIT (*Foreign Affairs*) brought 30 partner departments and agencies together to agree on common objectives and to establish a permanent Interdepartmental Core Group. Networks such as this, function in a collaborative manner, with quality information and advice being shared by all sides.

The Asia Pacific Research and Conference Fund (RCF) provided financial support for academics whose projects strengthen Canadian linkages and enhance Canadians' knowledge of Asia Pacific. In 2004-2005, the RCF provided support to 33 such projects (total \$881,000). Projects involved research or conferences in a variety of areas, including peace and security, governance, and economic development (<http://www.international.gc.ca/asia/public/rcf-en.asp>).

Canada advanced its negotiations on a Framework Agreement on Youth Mobility with several members of the EU and concluded negotiations with four. Approximately 18,000 young Canadians and

Europeans crossed the Atlantic through youth mobility programs in 2004.

The Middle East Peace Process is a complex and politically sensitive issue. The past year witnessed numerous high-level visits to the region on the part of various government departments, while the Prime Minister maintained a personal interest in this issue. This meant that DFAIT (*Foreign Affairs*) officials were frequently called upon by other departments and PCO for policy recommendations and advice. Parliamentarians, academics, journalists, NGOs and others also requested briefings on a regular basis. While there are strong views on all sides of these issues, interlocutors appreciated the consistency of the department's approach to these questions, which stresses our long-standing commitment to the goal of a comprehensive, just and lasting peace in the Middle East, and the creation of a sovereign, independent, viable, democratic and territorially contiguous Palestinian state living side by side in peace and security with Israel.

#### **Strengthening multilateral organizations and multilateral institutions**

The department plays an active role in support of a wide variety of multilateral commitments. For example, in Iraq, Canada agreed to take on the responsibility of chair of the Donors' Committee ([http://www.international.gc.ca/middle\\_east/iraq\\_assistance-en.aspx](http://www.international.gc.ca/middle_east/iraq_assistance-en.aspx)) in February 2005, and began an effort to broaden the donor base, improve donor coordination, and increase Iraqi ownership of the process in order to make the multilateral mechanisms function better. Canada also contributed \$100 million to the International Reconstruction Fund Facility for Iraq, the UN/World Bank trust fund.

The department continued to provide leadership in fulfilling Canada's commitments to the Plans of Action in follow-up to the 2001 SOA held in Quebec City and to the 2004 Monterrey Special SOA. The plans primarily address issues of good governance and economic prosperity in the Americas. The department ensured strengthening of the implementation of the Inter-American Democratic Charter and reinforcement of the fight against corruption, key commitments of the Summits. The department also led inter-departmental preparations for the fourth SOA, to be held in Argentina in November 2005.

Canada made significant inroads in its efforts to pursue a substantive and broad-based relationship with ASEAN. The department followed through successfully on all the commitments made during the July 2004 ASEAN Post Ministerial Conference by then Foreign Minister Bill Graham. These included a highly successful Canada-ASEAN Senior Officials' Meeting hosted by Canada in April 2005 and attended by the ASEAN Secretary General. The meeting included our first high-level retreat with ASEAN senior officials, which produced a very frank and productive exchange on key issues of mutual interest; as well as a site visit to the Maritime Forces Pacific base in Esquimalt, BC to highlight Canada's security presence in the Asia Pacific. In addition, the inaugural Canada-ASEAN Senior Economic Officials' Meeting and its sister event oriented to the private sector, the Canada-ASEAN Business Forum, were both held in Toronto in early May 2005. The combination of senior officials discussing economic, trade and investment strategies, together with a private-sector forum drawing high-level academic and business participation, worked in tandem to underscore the impressive economic developments taking place in Southeast Asia (<http://www.international.gc.ca/jakarta/canada-asean21-en.asp>). During the Prime Minister's and other ministerial and high-level visits, and in many other forums, the department and the missions have sought to promote the Canadian initiative for a meeting of G20 leaders to discuss issues of global concern, such as terrorism, development and global public health.

#### **Effective advocacy of Canada's international security, and global and human security interests to enhance support abroad for human rights, democracy and good governance**

Canada developed its political dialogue with Russia through high-level visits and consultations on security issues: a joint statement on counterterrorism was adopted (<http://www.pm.gc.ca/eng/news.asp?id=282>), the northern dimension of our relations was re-invigorated, and a high-level dialogue on strategic energy issues was launched.

Working to promote global security, human security and good governance are key priorities of the department. Canada contributed to international efforts to strengthen respect for human rights and international humanitarian law in Colombia. Canada chaired the Group of 24 donor countries from January to June

2005, and was actively involved in coordinating international input to the February 2005 Cartagena Declaration, which calls on all parties to respect human rights. Canada also maintained its active engagement with Venezuela, participating through the OAS in the observation of the presidential recall referendum of August 2004 in order to help ensure that elections would be held according to international democratic norms. As well, Canada spoke repeatedly in favour of peaceful methods to reconcile domestic political differences in Venezuela and Haiti.

The parties to Sudan's long-running southern civil war signed a peace agreement on January 9, 2005. Over the years, Canada and the international community provided financial and diplomatic support, through the Inter-Governmental Authority on Development (IGAD) negotiating process and peacebuilding activities to help stop the conflict and grave human security violations (<http://www.international.gc.ca/africa/sudan-canada-en.asp>). Also, Canada took strong action to address the critical humanitarian crisis in Darfur, arising from the conflict between the Government of Sudan and rebel groups. Canada focused on protecting and helping civilians, and attempting to stop the conflict by providing support for:

- the African Union (AU) Mission in Sudan to monitor and uphold the cease-fire agreement, with \$170 million in military and technical assistance, including expansion of an original, crucial \$20 million helicopter support;
- humanitarian assistance, through a \$28 million contribution;
- AU-led peace talks in Abuja (Nigeria) where important accords on security and humanitarian access were signed;
- the ICC, to facilitate the investigation of war crimes and crimes against humanity; and
- The Prime Minister's creation, in May 2005, of a Special Advisory Team on Darfur, headed by Ambassador Robert Fowler, and including Senators Roméo Dallaire and Mobina Jaffer.

DFAIT (*Foreign Affairs*), working with partners at CIDA and DND, delivered Canada's 3-D (Defence, Development and Diplomacy) effort in Afghanistan involving a 2004-2005 contribution of \$100 million. These efforts have helped to build Canada's profile and influence on key international peace and security

issues. At times, 3-D coordination has proved challenging, due in part to competing departmental priorities and protracted consultation processes. Our diplomatic presence has facilitated progress on a number of issues, including the launch of a soon-to-be-completed process on the cantonment of heavy weapons in Afghanistan. The department has also played a significant role in supporting free and fair elections, and has been lauded for its approach to Afghanistan's development by supporting Afghan-led national reconstruction programs and priorities. Most important, Canadian efforts—alongside those of our allies—have meaningfully contributed to Afghanistan's transition toward democracy, stability and self-sufficiency (<http://www.canada-afghanistan.gc.ca/menu-en.asp>).

Canada and Japan have reaffirmed their determination to continue to work together to support international efforts for a safer world, and identified new areas for collaboration in response to challenges that have arisen in the post-9/11 world, as specified in the 2005 Canada-Japan Agenda for Peace and Security Cooperation ([http://www.international.gc.ca/asia/japan/2005\\_Peace\\_Security\\_Agenda-en.asp](http://www.international.gc.ca/asia/japan/2005_Peace_Security_Agenda-en.asp)).

Canada undertook a leadership role in international efforts to re-establish security and stability in Haiti, and to assist in the longer-term reform and reconstruction efforts. In 2004, Canada quadrupled its aid to Haiti from \$23 million to more than \$90 million (as part of an 18-month commitment of \$183 million), making it our largest aid recipient in the Americas, and making Canada the second-largest bilateral donor to Haiti. Canada is making a major civilian police contribution to the UN Stabilization Mission and leads the civilian police force component of the UN Stabilization Mission in Haiti (MINUSTAH). This follows on a significant contribution in August 2004 of 550 Canadian Forces personnel to the UN-mandated Multinational Interim Force, which began in March 2004 and remained in Haiti to facilitate the transition to MINUSTAH. Through its commitment to long-term engagement, Canada is contributing to the reinforcement of the democratic process, the restoration of peace and security and the improvement of the living conditions of the Haitian population.

The department played a key role in successful efforts to reform the OAS to improve its effectiveness in dealing with crises (e.g. Haiti and Ecuador), and to enable

the OAS to better reflect Canadian priorities, especially with respect to democracy and human security. The department also succeeded in increasing the Canadian presence within the OAS staff. The department worked relentlessly to encourage a positive engagement on the part of the Caribbean Community (CARICOM) toward the reconstruction of democratic institutions in Haiti. Extra efforts were deployed to respond to strong resistance on the part of some members of CARICOM toward Haiti's interim government.

Canada's activities in support of democracy in Ukraine helped lay the basis for major democratic changes and the "Orange Revolution." Canada's Ambassador in Kyiv led a group of 28 other ambassadors to monitor the presidential election and to apply pressure to ensure a free and fair election that met international standards. Canada also sent approximately 500 election observers to monitor the run-off vote to ensure that the democratic will of the Ukrainian people was respected.

Canada worked with key players in the EU, NATO as well as the U.S. to improve cooperation with the International Criminal Tribunal for Former Yugoslavia (ICTY). This has been done multilaterally as well as bilaterally, through sustained and coordinated pressure by Canada's posts in the Balkans and at headquarters. There has been a marked increase in the number of indictees sent to The Hague from Bosnia and Herzegovina, Serbia and Montenegro, and improved cooperation by Croatia, though efforts must continue.

Staff from several Canadian embassies observed the out-of-country voting effort for the first democratic Iraqi elections on January 30, 2005. With little lead time, Elections Canada put together an expert peer assessment of the Iraqi vote, in cooperation with other elections agencies. Canada supported this mission with a \$7 million contribution. It was viewed as a major contribution in support of Iraq's political transition. There was a significant Iraqi diaspora population eligible to participate in the out-of-country portion of the vote, but no framework for observation. Elections Canada requested the support of Canadian embassies in Turkey, Syria, Iran, Jordan, Denmark, Germany and the Netherlands. After a careful evaluation of security issues, Canadian officials observed registration and polling in several of these centres, and produced comprehensive assessments that fed into the final Elections Canada report. The department is exploring

how it might assist in other governance-related areas, including the drafting of the new constitution.

Canada has yet to see a serious investigation by Iran into the death of Canadian photojournalist Zahra Kazemi, who was killed in an Iranian prison in 2003. Canada deplores Iran's failure to bring the perpetrators of this crime to justice, in spite of strenuous efforts by DFAIT (*Foreign Affairs*), including through bilateral representations at all levels, consultations with and support of like-minded countries, and resolutions and statements in the UN Human Rights system condemning Iran's broad human rights performance. Minister Pettigrew has recently announced new restrictions on Canada-Iran relations to express Canada's displeasure and to demand anew Iran's cooperation in piecing together the events that led to this tragic outcome, and to return Ms. Kazemi's body to Canada as per the wishes of her son.

The 1997-2002 Congo (DRC)/Great Lakes Region conflict resulted in a humanitarian crisis of immense dimensions (about 3.5 million dead). Canada supported measures crucial to consolidate peace in the still-fragile region. The November 2004 Dar-es-Salaam declaration marked the first time that all 11 heads of government of the parties to the conflict agreed on a shared, long-term vision of peace, security and development in the region ([http://w01.international.gc.ca/minpub/Publication.asp?Language=E&publication\\_id=381814&docnumber=138](http://w01.international.gc.ca/minpub/Publication.asp?Language=E&publication_id=381814&docnumber=138)).

The Muslim Communities Working Group (MCWG) brings together a number of DFAIT (*Foreign Affairs*) divisions with an interest in enhancing Canadian engagement with Muslim communities in Canada and abroad. Among a range of activities it is undertaking, the MCWG led the department's response to the Standing Committee on Foreign Affairs and International Trade (SCFAIT) study of Canada's relations with countries of the Muslim world. The response was tabled in the House of Commons in March 2005 ([http://www.parl.gc.ca/InfocomDoc/Documents/38/1/parlbus/commbus/house/reports/FAA\\_E\\_Rpt01/05-hon-e.htm](http://www.parl.gc.ca/InfocomDoc/Documents/38/1/parlbus/commbus/house/reports/FAA_E_Rpt01/05-hon-e.htm)).

Canada actively supported an annual resolution on the Democratic People's Republic of Korea (DPRK) at the UNCHR and presented several textual suggestions

to improve its strength and scope, including on the topic of North Korean asylum seekers.

**Increasing international awareness of Canada and its values** (This priority is linked to one under Strategic Policy.)

Events marking the 400th anniversary of the first French settlements in North America projected a modern image of Canada and greatly improved its visibility with a key G8 partner (<http://www.canada-2004.org>). Opinion polls conducted before and after Canada-France 1604-2004 show a clear improvement in how Canada is perceived, since Canada improved its position as the most popular foreign country among the French, surpassing all other countries, including EU partners. The poll also revealed that 89 percent believe that Canada is a modern country; the majority of opinion leaders hear more about Canada and have a clearer image of the country today; and 25 percent of business leaders show an interest in investing in Canada.

**Greater innovations throughout the department's operations**

The e<sup>3</sup> (equilibrium, effectiveness, excellence) initiative is a multi-year change effort spearheaded by the Asia bureaus of the Bilateral Relations Branch. It is dedicated to striking a balance between clear priorities and the resources available to achieve them. e<sup>3</sup> is both a formal process (which seeks to find new ways of doing things and new ways of organizing the department to identify and deliver on priorities) and an informal process (a way of thinking about what employees do and for whom). This initiative assists employees at posts and headquarters in managing priorities through development of guidelines to redress recurring issues/problems (messages, reporting agreements), by organizing activities to improve effectiveness in the workplace (workshops; focus groups on upward feedback, individual learning plans, and common services unit; A5 Administrative Assistant Team champion; welcome fair; National Quality Institute excellence workshops piloted at two posts; headquarters outreach), and by identifying the latest best practices and communicating them to all staff through an intranet site (<http://lbp.dfait-maeci.gc.ca/e3/menu-e.asp>).

**Other accomplishments**

The following are important departmental accomplishments that deserve mention despite the fact that they did not fit under established priorities.

The Canadian Embassy in Athens provided exemplary client service to Canadians before, during and after the 2004 Summer Olympics. The Embassy became the central coordinator for the Canadian presence, which included more than 500 athletes, 500 media representatives, coaches and sponsors, 20,000 Canadian spectators, artists and performers, Canadian firms sponsoring or looking for business, the Premier of BC, and numerous federal and provincial government ministers, members of Parliament and provincial legislatures, and mayors.

**Strengthened policy and crisis response capacities**

The department played the central role in the coordination of the Canadian government's response to Hurricane Juan, which struck the Caribbean in September 2004. The department's response included the provision of emergency consular services, including the evacuation of Canadian citizens out of Grenada and the Cayman Islands, and the deployment of a consular team to the Cayman Islands. The department worked closely with CIDA to ensure the rapid delivery of large quantities of emergency supplies to Grenada, and was instrumental in the nomination of a Special Adviser for Grenada, providing the necessary support required. By doing so, the department contributed to the positive engagement of the Caribbean diaspora toward the reconstruction effort.

On September 29, 2004, 44 North Korean asylum seekers came over the wall of the Canadian Embassy in Beijing, with the ultimate desire of being allowed transit to South Korea. Through acts well beyond the call of duty, the staff of the Canadian Embassy organized sanctuary, safety and care for the asylum seekers, which included men, women and children. For more than 80 days a difficult negotiation ensued between Embassy officials and the Chinese government, whose position was that all asylum seekers should be returned to North Korea. Ultimately, the Canadian negotiators prevailed and all 44 persons were allowed transit to South Korea through a third country.

On December 26, 2004, a tsunami struck many countries in South Asia, Southeast Asia and Africa, leading to the terrible loss of 220,000 lives in 11 countries. The same day, DFAIT (*Foreign Affairs*) established an interdepartmental task force. Canada's missions in the affected region responded immediately, calling back from holidays all available staff. The priority at missions was to provide consular services to Canadians in the area. However, all missions were also heavily involved in humanitarian relief work on the ground. Three temporary offices were opened and 53 temporary duty personnel were deployed from other missions and from headquarters to missions in the affected region. When Prime Minister Martin travelled to Asia in 2005, he added tsunami-hit Thailand and Sri Lanka to his itinerary. The Prime Minister was able to witness first-hand the impact of the tragedy, which helped to demonstrate to Canadians and to our partners in the region our commitment to help them cope (<http://www.international.gc.ca/asia/tsunami-en.asp>).

#### 2.1.3.2.5 Performance assessment

##### Engagement with Canadians

Communicating with the public both at home and abroad is one of the department's most important activities. HOMs and other personnel conducted frequent outreach activities in Canada and in their countries of accreditation. In October 2004, for instance, almost all Canadian HOMs based in Asia Pacific returned to Canada for a major conference on Asia Pacific issues, hosted by the Asia Pacific Foundation of Canada. Following the conference, the HOMs proceeded to fan out across the country to meet with academics, students, business people, provincial colleagues and community groups. In addition, geographic bureaus and missions enhanced their presence on the DFAIT (*Foreign Affairs*) Web site, providing updated country statistics and profiles, advice on travel, and detailed information on priorities and activities.

##### High-level visits

The Prime Minister and many Cabinet ministers made numerous high-level visits to several countries, including China, Japan, India, Russia, France, Sudan, Brazil,

Israel, the West Bank, Syria and Haiti. These visits were instrumental in promoting key initiatives and consolidating efforts in a wide variety of areas.

##### Bilateral agreements signed

Key bilateral agreements were signed or implemented with several countries, including Russia, Japan, China, India, the EU, Brazil and South Africa. These agreements represent many months of discussions and negotiations, and serve as a fundamental basis for ongoing bilateral efforts in key areas of importance to Canada.

#### 2.1.3.2.6 Achievement analysis and lessons learned

As part of the strategic repositioning of the department, the consolidated Bilateral Relations Branch was formed. The purpose of the reorganization is to increase operational strength and provide the agility to respond effectively to short-term crises, unexpected developments, and longer-term priorities. The scope of this reorganization could not be anticipated when the 2004-2005 RPP was prepared. While this restructuring will provide for enhanced capacity and capability, in the short term it has been a challenge to implement the changes while meeting all other demands.

Unexpected events such as the Indian Ocean tsunami and Hurricane Juan, and new and ongoing political crises in countries such as Haiti and Darfur, Sudan, demonstrate the need for DFAIT (*Foreign Affairs*):

- to be forward looking and anticipate challenges that will make demands on policy capacity and human and financial resources; and
- to be even more capable of reallocating resources in times of crisis and rapidly changing demands as a result of a volatile and politically uncertain environment. Our ability to ensure that Canada's interests continue to be advanced in this context will depend on the improvement of our performance in this area.



Canadian Embassy, Berlin

## 2.2 Strategic Outcome 2: Serving Government Abroad

Canada's missions abroad deliver cost-effective and efficient services and infrastructure to enable government to deliver programs in a secure environment. This strategic outcome consists of the following program activities:

- Common Services and Infrastructure (Support from Headquarters); and
- Common Services and Infrastructure (Missions Abroad).

### 2.2.1 Common Services and Infrastructure (Support from Headquarters) and Common Services and Infrastructure (Missions Abroad)

#### 2.2.1.1 Our mandate in relation to the program activities<sup>1</sup>

The department is mandated to provide cost-effective and quality common services and infrastructure for OGDs and federal agencies operating outside Canada, on a collaborative basis. Canada has diplomatic relations with approximately 162 of the 193 independent states in the world, with approximately 300 points of service (embassies, high commissions, consulates general, consulates, consulates headed by honorary consuls, permanent missions and other offices). Canada's representation abroad now consists of 20 federal departments and agencies and three provinces, all pursuing policies and delivering programs to further Canadian interests. Chief among them are CIC, CIDA, DND and the RCMP. Other entities found at various missions abroad (referred to as co-locators) include Export Development Canada

(EDC) and the provincial governments of Alberta, Quebec and Ontario. As well, Canada's missions abroad provide support, on a cost-recovery basis, to international co-locators (currently Australia and Sweden) in situations where specific service agreements have been negotiated.

A whole-of-government, collaborative approach is essential to common service delivery. Such an approach ensures not only that the proper mechanisms exist to enable the department and its partners to deliver their programs abroad but, more important, that open, consultative forums and frameworks are fostered to allow for effective discussion of common services policy. This involves the day-to-day management of partner requirements for common services, common service policy development, and the development and implementation of a generic MOU and service standards for the programs of the department and its partners. The department also coordinates annual whole-of-government consultations on representation abroad.

The department is mandated to provide physical resources to the Government of Canada's programs abroad, including chancery and official residence accommodation, Crown-owned staff quarters, asset management services, property maintenance services, materiel services, and advice and policy development pertaining to property and materiel. It also provides a common, robust, global information technology (IT) infrastructure and related support services to meet the needs of DFAIT (*Foreign Affairs*) and the Department of International Trade and the Government of Canada's other programs abroad in a sustainable and cost-effective manner. In addition, the department directs and oversees the functions of finance, planning, compensation and related service delivery for the department as a whole, as well as for its foreign missions, providing infrastructures, international banking, costing of services provided and cost recovery from other departments and co-locators. The coordination of common services and infrastructure from the department's headquarters is predominantly the responsibility of a division within the Corporate Services Branch.

<sup>1</sup> It should be noted that within the department's PAA Common Services and Infrastructure (Support from Headquarters) and Common Services and Infrastructure (Missions Abroad) there are distinct program activities. However, given the fact that these program activities are complementary as a whole to the department's common services functions they have been merged for presentation purposes.

The Locally Engaged Staff Services Bureau, part of the Human Resources Branch, provides HR policy and operations support for the management of locally engaged staff (LES). The Bureau manages and delivers select HR services in support of government programs delivered abroad, including staffing, classification, compensation, pension and insurance, and labour relations, particularly in the interpretation and monitoring of regulations governing LES, the development and maintenance of the LES position classification plan, the determination and approval of LES compensation (salary and benefits) and the administration of the pension scheme for employees of the Government of Canada locally engaged outside Canada. The Human Resources Branch also provides counselling services for all staff, Canadian-based staff, LES and their dependants, as well as preparation and relocation of staff and dependants through various training, counselling and administrative programs.

The two geographic branches—North America and Bilateral Relations (the rest of the world)—manage and coordinate Canada's relations in their geographic areas of the world, providing resources and guidance to Canada's missions on all aspects of foreign policy and consular services. The geographic branches ensure that in the course of their work the missions provide common services in accordance with the applicable rules, regulations and Acts of the federal government (e.g. the Financial Administration Act).

#### *Expected results*

Headquarters-provided and mission-provided common services to government programs and partners operating abroad are managed and delivered satisfactorily.

#### *Results achieved*

To understand the results achieved, it is important to know how we pursue our long-term outcome and to be familiar with our working environment.

#### *2.2.1.2 How we pursue our long-term outcome*

A consultation with partners takes place each January and is complemented by an interim summer consultation. Together, these serve as the venue for partner

departments and co-locating entities to bring forward their annual plans for representation abroad.

The Committee on Representation Abroad (CORA) meets on the third Wednesday of every month, bringing together departmental staff from human resources, area management, physical resources, IT and common services. The committee also meets electronically at regular intervals. CORA provides advice and recommendations to the Executive Committee on the creation, reclassification and deletion of positions abroad. Its terms of reference are outlined in the Framework for Planning and Managing Change in Missions Abroad (<http://lbp.dfait-maeci.gc.ca/smd/cora-en.asp>).

The delivery of common services at missions abroad is the responsibility of the mission management. However, some small missions receive common services from another mission. These are referred to as “hub and spoke missions,” with one or several smaller missions of varying sizes drawing support and other services from a larger regional centre. Spoke missions are usually single-purpose offices, and are linked to a hub mission in order to reduce costs by avoiding or minimizing duplication of administrative or other services.

#### *2.2.1.3 Our working environment*

The department faces many challenges in the management of its assets abroad. The Government of Canada is adapting to the accelerating forces that are erasing the distinction between domestic and foreign policy for governments around the world. Departments are changing their structure, processes and culture in response to these forces.

The Government of Canada as a whole is facing growing expectations from Canadians for electronic service delivery and for integrated client-centred services across diverse agencies in an increasingly globally connected world. The traditional model of a closed, inward-focused department is being replaced by one with many connections to external contacts and colleagues in other departments, governments and organizations, with major implications for information sharing and security.

Other issues facing the department include:

- significant growth in representation abroad with a related increase in the number of chanceries that are unable to accommodate further growth (“threshold missions”);
- enhanced post-9/11 physical security requirements; and
- an increase in the number of forced moves. These are brought about by:
  - o security requirements;
  - o rust-out of aging inventory;
  - o health and safety issues;
  - o program growth overtaking mission capacity; and
  - o local economic or political factors (moves of capitals or of central business districts, deterioration of neighbourhoods, etc.).

#### 2.2.1.4 Accomplishments against priorities

In the 2004-2005 *Report on Plans and Priorities*, the following priorities were identified for this program activity (under the former business line of Services to Partner Departments):

- policies and processes to facilitate more strategic deployment of representation abroad;
- frameworks to facilitate common service delivery at missions; and
- simplified administration of policies and programs.

To fulfill its mandate to provide cost-effective and quality common services and infrastructure to OGDs and agencies operating outside Canada, the department performs the following functions:

#### **Policies and processes to facilitate more strategic deployment of representation abroad**

In 2001, the Executive Committee approved the Framework for Planning and Managing Growth in Personnel at Missions Abroad, which sets out the principles upon which growth in representation abroad is planned. Its successor document, the Framework for Planning and Managing Change in Missions Abroad, serves as the terms of reference for CORA.

In planning growth abroad, the department has placed increased emphasis on the necessity of linking foreign

policy priorities and resource allocation through the relevant country strategies.

Business planning has been improved, in part through the creation of a committee of directors general representing geographic, functional and services branches. New mission plans identify the context, priorities and key results at the mission, country and regional levels, and incorporate a whole-of-government approach at the mission level.

Progress was also made on various other property management projects worldwide, which reduced the number of missions that are experiencing chancery space shortages by about 20 percent.

#### **Frameworks to facilitate common service delivery at missions**

The Interdepartmental Memorandum of Understanding on Operations and Support at Missions Abroad (the generic MOU), developed in collaboration with partner departments with representation abroad, came into effect on April 1, 2004. The generic MOU replaces a number of bilateral common services agreements, and fulfills partners' demands for equity, consistency, transparency and value for money in common service agreements (<http://lbp.dfait-maeci.gc.ca/smd/mous-en.asp>).

Department-specific annexes to the generic MOU, in which partner departments outline program-specific common service arrangements, are currently under development for the Department of National Defence, Public Safety and Emergency Preparedness Canada, and Justice Canada. Negotiations are complete and ratification was achieved for the Department of Canadian Heritage program-specific annex. Similarly, the department-specific annex for the Royal Canadian Mounted Police is currently at the signature stage. The completion of these annexes enhances the generic MOU and strengthens relationships with partner departments overseas.

Missions use the Service Delivery Standards (SDSs) to ensure the delivery of consistent and equitable common services to all departments at Canadian missions. The SDSs, an integral part of the generic MOU, form the basis upon which DFAIT (*Foreign Affairs*) and partner departments measure, assess and report on mission management activities related to common

service delivery. Missions were required to review the generic service standards and to adapt the document to a mission-specific configuration, for ratification by the Committee on Mission Management. These service standards identify the common services that the department provides, the respective roles and responsibilities of all parties concerned, and the related SDSs that participating programs should expect. A total of 89 missions out of the 116 identified for this exercise have completed this implementation phase (<http://lbp.dfait-maeci.gc.ca/smd/standards-en.asp>).

The Interdepartmental Working Group on Common Services Abroad (IWGCSA), a subsidiary of the Director General-level Common Services Abroad Committee mandated by Section 4.1 of the generic MOU, meets every three weeks to discuss issues arising from the implementation of the generic MOU and all other items emerging from the provision of common services overseas. It serves, most notably, as a dispute resolution mechanism to which all partners may have recourse. During the past year, 16 disputes were resolved and none remain outstanding.

The Common Services Abroad Charge was developed and implemented by the department in 2002 to address the issue of significant increases to personnel placed abroad without the associated incremental funding necessary to hire administrative common services support. The policy, its scope and the amount of the charge are due for re-examination with partners in 2005. In preparation, the department has consulted extensively with stakeholders.

The Common Services Abroad Planning and Coordination Division site (<http://lbp.dfait-maeci.gc.ca/smd/menu-en.asp>) has been expanded to include the completed SDSs from missions abroad. In the near future, the site will include completed annexes to the generic MOU, a compendium of the policy documents guiding the department's operations, records of decisions from meetings of the various Common Services Abroad committees, and a list of Canada's missions worldwide.

Corporate Information Management and Technology services continued to supply reliable common services at more than 160 points of service around the world, while dealing with continued change and growth. This

was ensured by the current program of regular investment in replacement, training and engineering.

A two-year project to upgrade the common service infrastructure at headquarters and at missions abroad from version 2 to version 3 was completed slightly (9 percent) under budget. The upgrade will ensure that vendor support and replacement parts remain available, and will provide users with a modern operating system and office suite.

A new three-year contract was signed for international telecommunications services (supplied as a common service at headquarters and to all Government of Canada co-locators abroad). The new contract reduces the cost of the service and ensures the capacity required for major strategic applications such as the Virtual Trade Commissioner (International Trade) and Global Case Management (CIC).

### **Simplified administration of policies and programs**

In March 2005, the department began to develop a mission opening, reclassification and closing protocol. Still under development, this protocol guided the successful ministerial ratification of the Recife (Brazil) mission-opening initiative. The protocol calls for interdepartmental and department-wide consultation on the policy implications and viability of the desired opening, reclassification or closing. Best practices and lessons learned will inform the development of a final policy for Executive Committee approval.

In support of the department's objective to streamline administrative processes and make corporate databases more accurate, a significant Human Resources Management System reconciliation exercise is currently under way. Completion of the database regularization is anticipated in the autumn of 2005.

To bring coherence and accuracy to corporate information on Canada's presence abroad, a comprehensive list of missions abroad, including their present configuration, is being compiled. Once complete, the list will become the departmental authority on Canada's deployment abroad.

Under the auspices of ongoing costing reform, a series of meetings with departmental stakeholders and partners culminated with a policy statement on costing

principles. The principles respond to partner concerns for equity, consistency and transparency of the processes undertaken to develop position costings (<http://lbp.dfait-maeci.gc.ca/smd/costings-en.asp>).

In spring 2005, the department initiated the Team Costing Review Committee. This mandatory phase in costing preparation ensures a high level of scrutiny and oversight of the costing methodologies employed, and has yielded a measurable increase in consistency. The committee also builds analyst capacity.

The department envisages tangible benefits to common service delivery through the greater horizontal integration of property, IM/IT, HR management and other corporate functions. Ultimately, this will be realized through an alternative service delivery mechanism that will optimize performance and engender greater satisfaction from co-located partners.

DFAIT (*Foreign Affairs*) has followed up the reorganization of the IM/IT function with initiatives to review internal processes, define and cost its services, establish associated policies and standards, and strengthen the department's ability to make effective use of IM/IT. These initiatives are expected to produce results or recommendations during 2005-2006. They will help resolve internal investment issues, and also enable the department to adapt to reorganization of the management of common services provided to all government operations abroad and of shared services at headquarters, and adapt to the Government of Canada's proposed centralization of common administrative services.

The department continued implementation of the Enhanced Support Model Abroad, to improve IM/IT support at missions. Over a three-year period, this will increase the proportion of users with local access to IM/IT support, supplied as a common service to the Government of Canada abroad, from 46 percent to 70 percent. The IMT Learning Portal, which provides mission staff with the same access to training available in Ottawa, has been developed and marketed. The department also reviewed the basic framework for establishing the terms and conditions of employment for LES at missions in order to harmonize the framework with the intent and principles of the Public Service Modernization Act. Work is under way, following widespread consultations and employee surveying, to have a new set of regulations approved and a train-

ing program developed for managers abroad. The department also developed competency profiles for Head of Mission (HOM) and Management and Consular Officer (MCO) positions abroad.

The departmental Legal Services Unit provided legal advice on many complex situations involving departmental staff abroad, including locally engaged staff, as well as on the restructuring of the Foreign Service with new pay and classification scales.

### Other priorities

#### *Increasing collaboration with key partners in managing federal assets abroad*

Since 2003, meetings of the IWGCSA have consistently taken place every two to three weeks. The IWGCSA serves as the forum where partner department representatives and departmental staff discuss the implementation of the department's common services policies.

The generic MOU is recognized as the authoritative document framing the common service relationship between partner departments and DFAIT (*Foreign Affairs*). As mentioned, negotiation of annexes is under way for a number of OGDs and agencies.

The Service Delivery Standards, a component of the generic MOU, have been ratified by 89 missions out of the 116 identified for the exercise at the time of publication. The other missions have provided assurance of their eventual compliance. Furthermore, a policy amendment was successfully agreed upon by partners at the IWGCSA, and was broadcast to missions for incorporation into the standards. The department, its partners and the missions are demonstrably focused on building a comprehensive accountability framework for common services.

Capacity building of client service analysts has yielded results in expediting position creations, reclassifications, deletions and redeployments. A total of 471 position changes were processed, resulting in a net increase of 271 positions.

#### *Information management and technology*

The new Common Services Abroad Planning and Coordination Division site (<http://lbp.dfait-maeci.gc.ca>).

[ca/smd/menu-en.asp](#)) is a comprehensive repository of information of use to partner departments and stakeholders at headquarters and missions. Compliance with corporate IM strategies is demonstrated through the use of InfoBank, a new information management solution being implemented at the department, which provides quick and efficient storage and retrieval of information.

#### 2.2.1.5 Performance assessment

Capacity building of client service analysts has yielded results in expediting position creations, reclassifications, deletions and redeployments. A total of 471 position changes were processed, with a net increase of 271 positions.

Successful dispute resolution of common services policy and implementation issues was achieved through the IWGCSA: 16 disputes were resolved during the year, with none left outstanding.

During 2004-2005, the number of missions that have run out of chancery space decreased by about 20 percent with the delivery of new projects, including expansions for CIC.

The department's record on meeting project cost and schedule objectives during 2004-2005 was consistent with the record for previous fiscal years. That is, 85 to 100 percent of projects meet cost objectives and approximately 50 percent of projects meet the schedule (completion) objective. However, 100 percent of projects are being delivered within three months of the completion objectives.

The aim of operations is reliability. Reliability of outsourced services is monitored by the availability rate, which is between 90 and 99 percent depending on the region and the state of the local public infrastructure.

The reliability of services supplied in-house is tracked by operational statistics and user calls, and is measured against acceptable downtime for individual services. Because of the complexity of services, useful overall measurements have not been developed.

Other services are monitored and adjusted through user feedback to the help desk and account managers, focus groups and surveys.

The monitoring of chancery projects provides information on the extent to which the department can meet property and space requirements at missions abroad. In 2004-2005, the department completed the Ankara Chancery and the Consulate General in Chandigarh. Chancery projects are progressing for completion in 2005-2006 for Abu Dhabi, Bucharest, Budapest, Milan, Singapore and Wellington. Other chancery capital projects in Berlin, Dhaka, The Hague and Rome are on track.

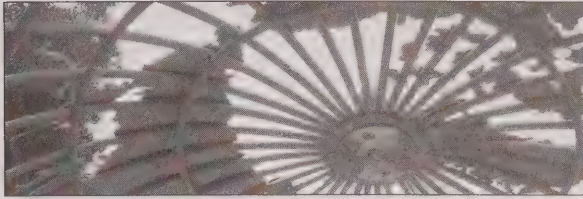
#### 2.2.1.6 Achievement analysis and lessons learned

One of the lessons from previous years was that the department needed to improve its business practices for costing its positions in missions abroad. The department has taken concrete action, and these practices are now more consistent and accurate. In addition, costing principles were better defined and published this year.

A number of other lessons were also learned during the course of this year. The first year of the implementation, the generic MOU helped to reduce the number of complaints and made the resolution of those complaints more transparent. However, there is still a need to improve certain areas of headquarters support for common services abroad. For instance, more work is needed to ensure that there are clear communications to all stakeholders regarding the utilization of common services abroad charge funding.

In 2005-2006, the department will produce recommendations on the IM/IT function as a result of the reorganization initiatives this year.

Finally, over the next year, the department will examine the feasibility and potential benefits of centralizing the common services function by establishing an alternative service delivery mechanism with a clear accountability structure, distinct authorities, a separate budget and an independent governance structure, including a board of directors representing key partner departments. The recommendations produced as a result of the IM/IT reorganization will feed into the creation of this alternative service delivery mechanism, which is expected to improve performance and increase the satisfaction of partners operating at missions abroad.



## 2.3 Strategic Outcome 3: Serving Canadians Abroad

Canadians travelling or living abroad are provided with effective assistance, guidance, advice and services for their travel documents and consular needs. This strategic outcome consists of the following program activities:

- Consular Affairs: managing and delivering consular services to Canadians; and
- Passport Canada: managing and delivering passport services to Canadians (through use of the Passport Revolving Fund).

### 2.3.1 Consular Affairs

#### 2.3.1.1 Our mandate in relation to the program activity

The mandate of DFAIT (*Foreign Affairs*) as it pertains to consular affairs is primarily twofold: (1) to provide Canadians with credible information and timely advice to prepare them for international travel; and (2) to provide appropriate consular services, in cooperation with partners and missions abroad, to Canadians 24/7 if they encounter trouble or need assistance abroad in individual cases or crisis situations. Part of this mandate entails 24/7 management of the Operations Centre, monitoring world events, and functioning as a call centre during major international incidents or crises.

The consular program is delivered overseas through consular resources at missions abroad. Headquarters provides functional direction to officers at these locations; and the overall management of the missions is the responsibility of the geographic branches.

#### 2.3.1.2 How we pursue our long-term outcome

Every day, 24 hours a day and seven days a week, the department provides a broad range of consular services to Canadians around the world. Assistance is provided to those travelling or living abroad in the event of an injury or death, child abduction or custody dispute, kidnapping, or need for emergency evacuation as a result of a disaster or crisis. Aid is also provided to those arrested or detained in foreign countries. Services continue to be provided until the results of cases or issues are final. This assistance is offered at more than 275<sup>2</sup> points of service around the world, including embassies, high commissions, consulates and honorary consuls.

Canadians benefit when they are abroad from the availability of a wide range of fast, efficient and professional services from a recognized and trusted source. These services also help Canadians to deal with the differences that exist between our legal, social and business systems and those of foreign countries. The department makes advanced use of IT to monitor international developments, alert Canadians to trouble (including the frequent updating of travel reports and warnings), connect them directly to consular officers for advice and assistance, enable consular staff to provide a rapid and professional response, and measure the results of services provided.

Consular services are based on written service standards. These detail the services to be provided, along with qualitative and quantitative standards to be used by employees. The service standards are available at [http://www.voyage.gc.ca/main/about/service\\_standards-en.asp](http://www.voyage.gc.ca/main/about/service_standards-en.asp) as well as at all missions abroad, where they are either in public view or can be provided by employees.

#### 2.3.1.3 Our working environment

While the department plays the central role in providing consular services to Canadians around the world, it also plays a critical role in ensuring that Canadians are prepared before departing for their travels outside Canada. The department is committed to providing

<sup>2</sup>DFAIT (Foreign Affairs) has a total of 300 points of service abroad, including Canadian embassies / high commissions, permanent missions, consulates general, consulates, consulates headed by honorary consuls, offices and representative offices, and 15 points of service (14 Australian and one Swedish) provided according to consular sharing agreements between Canada and those two countries.

credible information and timely advice to prepare Canadians for international travel. This information and advice enables them to make responsible decisions about possible safety and security risks overseas, and about the ways they can minimize these risks. The consular Web site at <http://voyage.gc.ca> is the main vehicle by which consular information is disseminated to the Canadian public and the travel industry.

In providing consular services, the department collaborates with other federal departments and agencies—including the Department of Justice, CIC, Correctional Service of Canada, the RCMP, HRSDC, and Health Canada—as well as with the provinces and territories. In addition, the department works closely with international agencies and NGOs such as the Red Cross and Red Crescent Societies, and International Social Services Canada, a non-profit agency with links to social services agencies worldwide. Consular outreach activities are supported through partnerships with the travel industry and sponsors in the private sector. Cooperative arrangements with like-minded countries enable us to coordinate and streamline activities, particularly when rapid intervention is required due to a crisis, accident or disaster.

#### 2.3.1.4 Accomplishments against priorities

The 2004-2005 RPP identified the following priorities in terms of consular affairs:

- delivering essential consular services worldwide; and
- improving public communications and outreach related to issues of safe travel.

With millions of Canadians living and working overseas, and more than 40 million overseas visits made by Canadian citizens every year, the demand for the full range of consular services continues to grow. Also, requests for services and information from Canadians abroad increased by approximately 10 percent in 2004 over the previous year. In 2004-2005, the department received more than 320,000 calls, about 20 percent of which were received after regular business hours.

This increased demand for services is not surprising given the growing number of Canadians who live

abroad for work or retirement, as well as the increasing interest in international travel. The demand for services has also been affected by the diversity of Canadian society, specifically with regard to issues of dual nationality.

With the low cost of air travel, easier air connections to exotic or high-risk locations, expanding Canadian business and trade interests in non-traditional markets, a strengthening Canadian dollar against U.S. currency, and easier communication, more Canadians are opting to travel to remote and dangerous destinations, and more business opportunities are being pursued in high-risk areas of the world.

The profile of Canadian travellers is also changing. Trends indicate that the number of travellers who are under the age of 18, disabled or challenged, as well as the number of seniors, is increasing. Also, more Canadians are travelling independently rather than on organized tours.

Not surprisingly, these changes to destinations and traveller profiles provide some unique challenges for the department regarding the safety and security of Canadians. This, coupled with the increased threat from global terrorist networks, presents a greater risk of Canadians being involved in attacks or being caught up in other forms of international crime, and calls for new measures (i.e. biometric data on passports) to help tackle terrorism and organized crime.

Along with the increased and changing demand for services, the department continues to experience pressure for cost-effective responses as a result of rising public expectations of the services that people are eligible to receive from the government, and corresponding pressure for higher levels of consular services, as well as intense media interest in the department's handling of some consular cases. Given the breadth of services and the current operating environment of the government, and the department in particular, consular cases/crises are becoming more complex and resource intensive, generating significant media and public interest. The department is challenged by the need to find and maintain a balance between rising demands/expectations and resources, both human and financial.

### 2.3.1.5 Performance assessment

#### Delivering essential consular services worldwide

High-profile consular cases are better managed as a result of initiatives undertaken during the past year. A Consular Coordinating Committee was established to develop strategic plans for managing difficult cases, including coordination and consultation with outside agencies as appropriate. To support these efforts, funds were reallocated from lower-priority items to create a Senior Consular Advisor in the Consular Bureau to help manage sensitive cases and to ensure that all stakeholders are kept fully apprised of cases that have the potential to become high profile. Guidelines for managing such cases, including those involving dual nationals and those where the death penalty may be applied, were developed and promulgated for Canadian offices abroad. Consular officers in the field will also benefit from a two-day workshop, which has been designed to assist consular officers in identifying and providing appropriate assistance in prisoner cases where torture is suspected. Finally, a plan was developed to implement the commitment made by the foreign ministers of Canada and the U.S. in January 2004 to formally notify and consult with each other prior to removing a national of either country from the territory of the other to a third country.

#### Case management success story:

##### *Kidnapping in Iraq*

The department was notified that a Canadian-Lebanese citizen working in Iraq had been abducted and was reportedly being held by militia. Offences for which he was accused could have resulted in his execution. Canadian politicians and senior DFAIT (*Foreign Affairs*) officials went public with evidence of the individual's Canadian citizenship and identity. This led to his immediate release and return to Canada.

Passport security will be improved as a result of close cooperation with Passport Canada on a project to develop a new approach to passport production. This approach will centralize printing in Canada and ensure that Canadians both domestically and overseas are issued with the same state-of-the-art machine-readable passports. As part of this project, the Passport

Management Program module of the Consular Management and Operations System (COSMOS) was converted to an Internet-based application. Work on the passport-issuing systems of both the department and Passport Canada is under way to ensure appropriate exchange of information, a process that is key to the success of the project. The estimated completion date for this project is the end of calendar year 2005.

The number of Canada's missions headed by honorary consuls rose from 107 to 117 during the past year. A department-led study of the Honorary Consul Program completed in 2004-2005 confirmed these operations as a cost-effective mechanism through which a variety of Canadian government programs, including consular services, are delivered. The study resulted in a number of recommendations to further enhance the program. Work on implementing these recommendations will begin in September 2005.

The department's capacity to handle after-hours emergencies and the consular aspects of major world crises continues to improve through the innovative use of technology. In consultation with Passport Canada, a system was designed and developed to provide officers in the 24-hour Operations Centre with read-only access to passport records, enabling them to confirm the identity and passport history of Canadians in need of assistance, and to enable immediate access to next-of-kin information where a Canadian has passed away abroad. Though hampered by limitations in funding, work resumed near the end of the fiscal year to finalize a new crisis management module within COSMOS. Delivery of this system is expected in early 2005-2006. Minor technological enhancements were made to the Registration of Canadians Abroad (ROCA) system, and some policy and procedural changes have reduced the workload at missions. More significant improvements were planned but could not move forward due to insufficient funding.

Emergency Services personnel are better trained as a result of a number of specifically designed courses relevant to client service. These include courses to assist personnel in dealing with grieving families, difficult clients and crisis situations. Sessions were also arranged for all employees working shifts to help them cope with the inherent stress of shift work.

The above initiatives helped the department to successfully manage many crises during fiscal year 2004-2005

that affected the safety and security of Canadians abroad. In November 2004, Canadians had to be evacuated from Côte d'Ivoire due to the deteriorating security situation. As well, 2004 was a record year for both the frequency and intensity of hurricanes in the Caribbean. Numerous travel warnings were issued and evacuations were conducted in Grenada and the Cayman Islands.

The biggest challenge, however, came on December 26, with the Indian Ocean tsunami. The department's Emergency Operations Centre received an unprecedented 100,000 calls from concerned friends and relatives of Canadians residing or vacationing in the affected areas. While procedures to face such situations exist, the sheer magnitude of the crisis, combined with the holiday period, posed serious challenges. The physical capacity of the Emergency Operations Centre and the existing telephone system were overwhelmed. The tools used to record and manage cases were not designed to handle such volume, and presented some specific challenges. The roster of available personnel was largely insufficient due to the holiday period when many were travelling. Nevertheless, the public response to the department's handling of the crisis was primarily favourable, a success that can be attributed to the dedication and hard work of its employees.

#### Improving public communications and outreach related to issues of safe travel

Canadians planning their travel abroad now benefit from streamlined and updated information designed to encourage better preparedness, and to make travellers more aware of their own responsibilities regarding their safety.

A major content review of the flagship publication, *Bon Voyage But...* ([http://www.voyage.gc.ca/main/pubs/bon\\_voyage\\_but-en.asp](http://www.voyage.gc.ca/main/pubs/bon_voyage_but-en.asp)) resulted in more concise information, limited to the consular mandate. This exercise also led to a smaller booklet with reduced production costs. A new brochure entitled *Canadian Consular Services: Providing Assistance to Canadians Abroad* ([http://www.voyage.gc.ca/main/pubs/consular\\_services-en.asp](http://www.voyage.gc.ca/main/pubs/consular_services-en.asp)) was released in June 2004. This brochure contains stories that depict situations in which Canadians may benefit from consular assistance, and describes what the Canadian government can and cannot do in such situations.

More than 3.2 million safe-travel publications were distributed in 2004-2005 compared with approximately 2.1 million in the previous year. See [http://www.voyage.gc.ca/main/pubs\\_menu-en.asp](http://www.voyage.gc.ca/main/pubs_menu-en.asp) for a full list of publications.

Public satisfaction with the department's consular services is illustrated by the following testimonial:

"I just read through the Canadian Consular Services booklet included with my passport, and thought I'd send my comments—the booklet is great! Really handy, a good size to pack if need be, and the stories included are good to give me an understanding of situations that can arise while travelling abroad. Thanks for making it so easy to read and informative!"

Canadians continue to benefit from the department's Consular Affairs Web site (<http://voyage.gc.ca>), which was updated several times in 2004-2005 to highlight changing world events, including avian flu, the Olympic and Paralympic Games, teaching overseas, and the Indian Ocean tsunami. Canadians accessed the site in record numbers. In 2004-2005 the site attracted an average of 241,667 visits per month, which represents a 25 percent increase over the previous year. Canadians were also kept well informed through frequent updates to country-specific travel reports. All 217 current reports were updated during the year. Crisis situations and world events affecting travel resulted in 407 emergency updates to these reports, as well as the publishing of 38 warnings and 144 current issues. The wording in these reports was also standardized to bring it into line with the practices of other like-minded countries.

The dissemination of safe-travel information was further enhanced by the formalization of a number of partnerships with private- and public-sector organizations that deliver key consular messages, including publications, to their members via announcements, publications and their Web sites. Partnership revenues of \$370,000 covered the cost of producing and printing 1.25 million copies of *Bon Voyage But...*; however, this was insufficient to meet the demand for this publication.

More outreach activities to promote safe travel were undertaken in 2004-2005. The consular outreach team participated in 51 such activities, compared with 29 in the previous year. These include major travel shows

aimed at the Canadian public and the travel industry; media events; direct mail campaigns to the travel industry; presentations/briefing sessions at universities and colleges to students undertaking international travel or exchanges; presentations and briefing sessions to students enrolled in tourism programs across Canada; and a joint presentation with Passport Canada to MPs and staff. A Safe Travel Planner was created and distributed, via a partnership with the private sector, to teachers of travel and tourism programs and their students at colleges across Canada. This educational tool is intended to raise awareness about the safe-travel information published by the department.

#### *Looking at ourselves*

In 2004-2005, the department undertook a comprehensive internal review of the Consular Program. This review, carried out by the Office of the Inspector General (OIG), concluded that it is a sound program, regarded as a leader in the field, which properly and diligently delivers its services to distressed Canadians in most of the cases. The review also concluded that the level of resources allocated to the headquarters operation of the program is insufficient.

An in-house review by the Consular Affairs Bureau itself began as Phase 1 work of the OIG review was being completed. This review focused on:

- a forward-looking policy and operational framework;
- capacity to respond to demands (resources/funding); and
- pressures/risks (human resources, crisis management, communications/awareness).

These reviews led to the development of several new policy documents, guidelines and action plans, including a Consular Framework of Operations, Guidelines for the Travel Information Program, a Crisis Management and Response Action Plan, and a Consular Awareness Campaign Action Plan. These documents are intended to help consular personnel at headquarters and missions abroad deliver a more consistent and professional response to any consular emergency abroad in individual cases or crisis situations.

A three-year consular strategy was also developed, which focuses on the following goals:

- to continue to provide consistent and universally accessible consular services.
- to create a sustainable and stable financial resource base for the Consular Program; and
- to provide support to, and appropriate recognition of, our employees.

#### *Client feedback*

As part of the OIG review of the consular program, an on-line client survey seeking views about consular services, both in Canada and abroad, was undertaken during a four-week period in August-September 2004. According to this survey, 88 percent of clients are either satisfied (31 percent) or very satisfied (57 percent) with the consular services they received.

Missions use a standardized client feedback form to monitor performance and measure client satisfaction. Based on feedback from these forms since they were introduced in September 2003, 85 percent of respondents were satisfied with the overall service they received. Of these, 77 percent said they were very satisfied. As well, 81 percent of the comments provided on the forms were compliments about the service and staff. Comments and suggestions included on these forms are used to assess training needs and to identify areas where service improvements should be made.

#### *Service Standards*

- Passport Issuance

In 2004-2005, close to 113,000 passports were issued overseas, representing a 10 percent increase over the previous year. Meeting existing passport service standards continues to be a challenge as missions face increasing demand with finite resources. The service standards for mail-in applications (10 working days) were met by 64 percent of missions, while standards for walk-in applications (5 working days) were met by 63 percent of missions. This represents a declining trend since 2001-2002, and it is recognized that existing standards may no longer be appropriate. A review of passport standards is under way in connection with the project to centralize the printing of passports in Canada.

- Contact with Prisoners

In 2004-2005, service standards for arrest/detention cases were met 68 percent of the time. This figure is based on cases where the Canadian is in prison, in a detention centre, in jail or under house arrest. The time standards that have been established are tied to geographic regions, and missions are permitted some discretion in their application. Contact is defined as in person, in writing, by telephone or through appropriate intermediaries. The 68 percent figure appears low; however, there are cases in which an individual has indicated that he/she does not want to be contacted. In other cases, the department has not been granted access to an individual.

### 2.3.1.6 *Achievement analysis and lessons learned*

It is our assessment that the department's Consular Affairs Bureau priorities identified in the 2004-2005 *Report on Plans and Priorities* have been achieved to the extent that was possible with existing human and financial resources. Major world events such as the tsunami are evidence that greater effort and resources must be put into contingency planning and emergency response, and effective communications with the Canadian travelling public stressing the necessity of Canadian travellers to prepare themselves thoroughly before leaving Canada. Departmental senior management has recognized that the Consular Affairs Bureau is chronically underfunded but supports the three-year consular strategy mentioned above.

## 2.3.2 Passport Canada

### 2.3.2.1 *Our mandate in relation to the program activity*

The provision of internationally respected travel documents, including passports, to Canadian citizens and eligible residents of Canada.

### 2.3.2.2 *How we pursue our long-term outcome*

Passport Canada is a special operating agency of DFAIT (*Foreign Affairs*), and operates much like a private-sector enterprise. It is responsible for the issuance, revocation, refusal, recovery and use of Canadian passports. It pro-

vides guidance to the department's missions about issuing passports abroad and supervises all matters related to Canadian travel documents. There are 33 Passport Canada offices across the country (see [http://pptnet/operations/offices\\_e.asp](http://pptnet/operations/offices_e.asp)).

Passport Canada works closely with:

- provincial and territorial governments, particularly registrars of vital statistics;
- law enforcement and security agencies, as well as others who have an interest in secure identity documents in Canada and abroad;
- Canada Post Corporation and Service Canada;
- the International Civil Aviation Organization (ICAO);
- other federal departments and agencies; and
- Canada's "Five Nations" partners: the United Kingdom, the United States, New Zealand and Australia.

Collaboration with foreign passport authorities enables Passport Canada to share best practices, which in turn improves its planning and management strategies.

### 2.3.2.3 *Our working environment*

Passport Canada is a special operating agency, created with a focus on service delivery. However, there is increasing pressure to look outward and evolve, while at the same time focusing on core services to clients, Canadian citizens, refugees, persons in need of protection lawfully staying in Canada, and permanent residents. Passport Canada continues to monitor the level of customer service delivered, as well as customer needs and expectations for methods of service delivery.

Technology has continuously improved, creating an environment where security measures and controls must be constantly reassessed to remain current. This process will keep Passport Canada ahead of those who would attempt to defeat passport security measures or application processes, and will ensure a continued level of passport security and integrity.

Passport Canada faces unique human resources pressures that result from rapid growth and the changing

nature of the organization's business. Growth is driven primarily by demand and enhanced security measures.

#### 2.3.2.4 Accomplishments against priorities

The 2004-2005 RPP identified the following priorities in terms of Passport Canada:

- improve accessibility and service delivery;
- maintain international acceptance of the Canadian passport; and
- strengthen leadership, planning, communication and accountability.

#### Improve accessibility and service delivery

In the 2004-2005 RPP, Passport Canada committed to continuing to find ways to increase the means by which Canadians can apply for passport services and to improve the efficiency of services provided. Passport Canada made improvements in the following areas:

- A process review and standardization pilot of both the Mail-in section and Member of Parliament section were completed. As well, a separate printing process review took place at our Mississauga Print Centre. Lean methodology was used to review and refine the processes of these sections. Evaluation of each pilot found that these newly refined processes were able to favourably influence productivity, reducing cost and time.
- Significant progress was made on the Receiving Agent's project, which broadens access to passport services through networks outside Passport Canada.
- In September 2004, Passport Canada and Canada Post signed an MOU detailing each party's expectations for designated postal stations to act as receiving agents for passport-related applications. Under the MOU, 58 Canada Post outlets are currently providing additional channels to access passport services.
- At the end of 2004, Passport Canada launched a pilot project with Social Development Canada and HRSDC as part of the Service Canada initiative. The pilot project tested the use of three designated HRSDC centres in Brandon,

Manitoba, Kamloops, BC, and Drummondville, Quebec, as receiving agents for passport-related applications.

- These 61 receiving agents issued more than 57,000 passports, or about 2.2 percent of the total passports issued.
- Increased client visits to these receiving agents in early 2005 and a shortage of staff during the busy season meant that Passport Canada was unable to meet the targeted turnaround times. In early March 2005, this section contacted the regions to help meet the demand for passport services, resulting in a successful recovery to standard turnaround times.
- In the summer of 2004, the Renewals Pilot Project was launched to improve client service. This project invited eligible Canadians to renew their passports through a simplified mail-in process. The pilot was evaluated in December 2004. More than 38,000 invitations were sent during the pilot and 11,785 passports were issued. The average processing time was two days, and a survey indicates a high degree of client satisfaction with this service channel.
- The Passport On-line project began as a direct result of the government's priority to provide key government services on-line. This project takes advantage of Internet technology to provide applicants with greater access to passport services. To date, the Passport On-line project has completed the development of an on-line interactive application form, which became available to applicants at the end of January 2005. As of March 31, 2005, 4,893 passports had been issued to applicants using this service.

During the past year, Passport Canada carried out several other initiatives to improve client service:

- An extended hours of service initiative was launched to better address volume in the busy season. Under this initiative, core Passport Canada business hours were extended by up to 25 percent, including Saturday openings in some cases. Offices with Saturday hours have seen a reduction in demand for services from Monday to Friday, resulting in an overall decrease in wait times for clients. Also, four new offices were opened in Whitby, Brampton, Calgary South and Pointe-Claire.

- On September 27, 2004, the Members of Parliament Web portal was launched, which allows rapid and direct sharing of information about passport application-related issues for MPs (<http://www.ppt.gc.ca/parl/>).
- Passport Canada has implemented a survey of passport applicants to identify behavioural factors that could affect passport demand. Through this survey, Passport Canada seeks to discover information to guide additional initiatives and methods aimed at increasing service to applicants.

### **Maintain international acceptance of the Canadian passport**

Due to funding constraints during 2004-2005, Passport Canada's National Routing Service (NRS) Project Office devoted most of its limited resources to advancing a pilot sub-project, an integral phase in the development stage of the NRS project. Thanks to the sub-project activities, the pilot project is now in a position to start development and testing work in early 2005-2006.

In April 2004, approval was obtained for capital funding to implement the Passport Security Strategy, through commitments made under the new National Security Policy. Initiatives benefiting from the capital funding are the e-passport (embedded chip), mission passport printing solution (MPPS) and facial recognition. Over the last year, e-passport has focused on research and development concerning chips and readers. Activities related to facial recognition were deferred to the next year due to other priorities and capacity issues.

Treasury Board approved the MPPS project and committed the capital costs required for implementation. The aim of this project is to standardize the production of passports to ensure the most secure travel documents for all Canadians. So far, Passport Canada has identified the Mississauga print centre as the centralized production site.

Passport Canada took specific steps to strengthen the processes involved in issuing passports and to enhance the integrity of documents issued, including the following:

- Passport Canada made three amendments to the Canadian Passport Order to prescribe national

security as grounds to refuse or revoke a passport and to provide legal authority to proceed with e-passport and facial recognition technologies.

- In response to a report by the Auditor General in February 2004, Passport Canada improved sharing of information about lost or stolen passports. New procedures to manage passports that Canadians report as lost or stolen were implemented. Lost or stolen passport information is now entered directly into the RCMP's Canadian Police Information Centre database and is used by front-line officers with the CBSA.
- An MOU was signed with Interpol, to share information on lost and stolen passports.
- Passport Canada completed the implementation of digital passport printing. This ensures that all passports printed domestically are digital.
- Passport Canada strengthened support for Canadian missions by expanding its network abroad, providing Electronic Service Request File (ESRF) viewer technology, and creating 24 hour / 7 days a week telephone access. In addition, examiners were sent to some missions to assist with the delivery of passport services abroad.
- Participation continued with the ICAO to contribute to international standards for travel documents.
- Passport Canada contributed to the development of provincial standards for vital events data and processes through NRS funding. Results will be documented in the National Standards on Vital Statistics.
- MOUs were concluded with Correctional Service Canada, the Police Information Centre, the CBSA and CIC to guide the sharing of information needed to strengthen passport watch lists and improve enforcement of the Canadian Passport Order.
- developed and distributed document identification tools to improve examiners' ability to verify the authenticity of identity documentation, and a job aid for conducting guarantor checks.

### **Strengthen leadership, planning, communication and accountability**

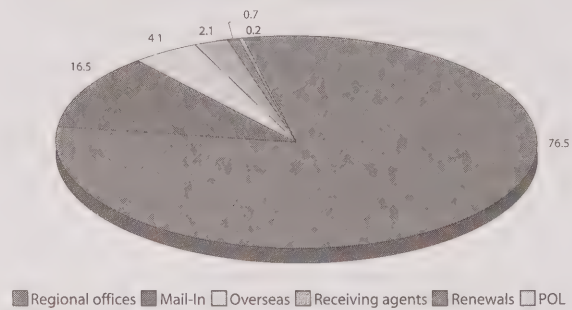
Over 2004-2005, Passport Canada began to reorganize and pursue new initiatives that seek to strengthen leadership, planning, communications and accountability throughout the agency:

- Between January and March 2005, several changes to the organizational structure of Passport Canada took place:
  - o Early in 2005, Passport Canada began reporting directly to the Associate Deputy Minister of Foreign Affairs. Subsequently, a review of the organizational structure within Passport Canada led to a reorganization based on six bureaus: Human Resources, Operations, Corporate Services, Major Projects, Security and Policy. Accompanying the reorganization was a change of name from the Passport Office to Passport Canada.
- The Major Projects Bureau was created to act as a focal point for project planning and management.
- A continuous improvement framework was developed, which aims to ensure implementation and operational consistency by promoting continual improvement of the performance of all quality management systems.
- Passport Canada developed and adopted a corporate learning policy and strategy, which underlines Passport Canada's commitment to being a learning organization.
- Business continuity plans were completed to respond to all mission-critical processes, as required under the Government Security Policy.
- A communication framework has been developed and approved. Service standards for responses to correspondence have been established.

### 2.3.2.5 Performance assessment

During 2004-2005, the breakdown of passports issued through the various business channels of Passport Canada was as follows: 76.5 percent Regional Offices, 16.5 percent Mail-in Services, 4.1 percent Missions Overseas, 2.1 percent Receiving Agents, 0.7 percent Renewals and 0.2 percent Passport On-line (POL).

Percentage of applications by business channels



Regional offices issued 77 percent of all applications received through walk-in service, a decrease of 3 percent from last year. Mail-in increased 0.7 percent over last year. Receiving agents took in more than 57,000 applications, an increase of 2 percent over last year. Overseas volume increased slightly, 0.26 percent over last fiscal year. There have been shifts in volumes per business channel since the introduction of receiving agents, as well as renewals. Forty-five percent of the year's volume was concentrated in the last quarter.

Turnaround time targets for regional offices were met for 97 percent of regular applications. This is an increase of 2 percent over last year. Turnaround times for urgent and express service declined by 0.2 percent and 0.1 percent respectively due to an increase in volume of 11.3 percent for this service offering.

Mail-in turnaround times were met 94.6 percent of the time, while volumes increased by 3 percent in 2004-2005, and FTEs were reduced by 21 percent. Increased productivity of 47 percent allowed for an improvement of 3 percent in turnaround times over last year.

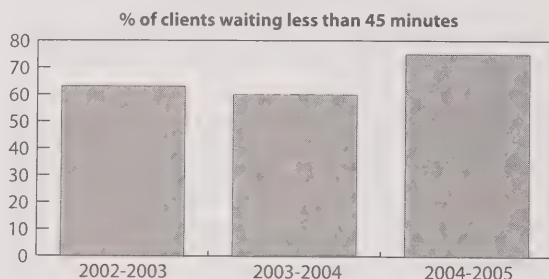
(Note: Reported turnaround time percentages for mail-in in 2003-2004 were inaccurate. Follow-up analysis shows a result of 91.6 percent for 2003-2004.)

Receiving agents met turnaround time targets for 77 percent of applications. Receiving agent turnaround time was negatively affected by the large increase in volume in the fourth quarter of 2004-2005.

Other turnaround time results are as follows:

- 85.5 percent for HRDSC receiving agents;
- 99.9 percent for renewals; and
- 98.5 percent for Passport On-line.

Wait times significantly improved in 2004-2005. A total of 75 percent of clients waited less than 45 minutes, showing a 15 point gain over last year. The average time improved by 34 percent from the previous year; however, the 95 percent target for 2004-2005 was not met. Process improvements planned in the coming years are targeted to improve processing time for applications, which will decrease wait times.



Reasons for the decrease in wait times include:

- Operational FTEs increased by 13.5 percent from 2003-2004, with a subsequent increase in counter use of 1.5 percentage points over the previous year.
- New initiatives were implemented to move clients away from public counters:
  - o Increased use of receiving agent outlets relieved volume pressures on counter service, with more than 57,000 clients choosing to use this option.
  - o Renewals also pulled clients away from the counter, accounting for 0.6 percent of the annual volume.
  - o Passport On-line examinations were on average two minutes faster than regular applications.
  - o Offices that opened Saturdays had their week day volume flattened, reducing the number of high-volume days.
  - o New initiatives were introduced that enabled the public to check wait times on-line in Calgary and Calgary South.

#### 2.3.2.6 Achievement analysis and lessons learned

Passport Canada managed to respond to service pressures experienced in the last few years through its activities to broaden access. This resulted in better performance on turnaround and waiting times compared to previous years. However, this focus on service did have an impact on security initiatives. Some initiatives targeted to maintain international acceptance of the Canadian passport did not progress as far as hoped due to service priorities. Initiatives related to strengthening leadership, planning, communications and accountability also had to compete for scarce resources. Passport Canada has learned that a better balance between priorities is required, as all are essential for continuous improvement and successful delivery of our mandate. To that end, as Passport Canada has been successful with service improvement, and ongoing initiatives will only strengthen this position, it can now focus on security as a main priority while constantly looking for corporate ways to improve.



Canadian Embassy, Nairobi

## 2.4 Corporate Services and Human Resources

### 2.4.1 Empowering the Department's Operations

Corporate Services and Human Resources provide essential infrastructure to the department. The core functions of the two branches, including finance, information technology and property management, administration and personnel, support all three strategic outcomes of the Department of Foreign Affairs and International Trade (*Foreign Affairs*).

The primary role of Corporate Services and Human Resources is to support the main functions of the department. That is why many accomplishments of the two branches have been reported under the departmental strategic outcomes earlier in Section 2 of this report. What follows in this section is a summary of results related more specifically to the priorities of the two branches themselves. Starting with the 2005-2006 *Departmental Performance Report*, the department will present the Office of Protocol as a discrete program activity with its own section.

As noted in Section 1, Corporate Services and Human Resources are at the heart of the department's transformation agenda. In essence, the two branches ensure, first, that the right people are in the right places throughout the department and, second, that those people are fully supported with the appropriate training, equipment, accommodation, systems and administration. The department remains committed to building a bilingual, culturally diverse and innovative workforce that more fully reflects Canadian society as a whole. At the same time, the department is working to create more productive and innovative relations with employee unions and associations.

Three factors affect this work. First, Corporate Services and Human Resources are shared by more

than one component of the department. Second, societal conditions such as an aging workforce and increased emphasis on work-life balance are putting renewed emphasis on recruiting and on improving working conditions. Third, ongoing implementation of the Public Service Modernization Act is allowing more flexibility in managing human resources and fostering more collaborative labour-management relations.

### 2.4.2 Accomplishments Against Priorities

The main priorities especially pertinent to Corporate Services and Human Resources were:

- modernizing the Foreign Service and human resources management;
- ensuring a stable financial foundation for both components of the department;
- continuing implementation of a modern management action plan; and
- increasing collaboration with key partners in managing federal assets abroad.

#### Human resources management

The success of any organization depends entirely on its employees. This is especially true for this department, which requires a unique blend of highly skilled people. The department's efforts to modernize Human Resources, the first branch to fully update its activities, produced the following key results in 2004-2005.

In an effort to increase results-based management in human resources, the department developed and implemented a new performance management program for employees below the executive level, based on competencies and results. In its first two months of operation, over 3,500 employees and managers used the program. Moreover, eight other government departments have expressed interest in adopting it.

To improve overall planning, the department continued to align human resources planning with business planning, as required under the Public Service Modernization Act.

As part of its modernization of the Foreign Service (FS), the department began conversion to a new classification structure and four-level pay structure for FS

employees. The new structure, effective July 2005, better reflects degrees of responsibility, skill and performance. Features of the new structure and its impact on affected employees were communicated widely through about 25 small-group information sessions as well as the department's intranet site. The president of the Professional Association of Foreign Service Officers called the group's new collective agreement "a significant step forward for the FS group as a whole."

Following consultations and employee surveys, the department is also working on a new set of regulations governing the hiring of locally engaged staff at missions as well as a related training program for managers abroad, in keeping with the Public Service Modernization Act.

Language training of employees is absolutely critical to any foreign ministry. Greater emphasis on language training at the department produced clear results. Staff continued to successfully complete official-language training to targeted levels in a fraction of the time normally allocated, and there was a twofold increase in the number of employees completing foreign language training to target proficiency, thereby increasing their effectiveness at missions abroad. Other learning opportunities were created by developing an on-line course on basic financial and human resources management.

The department expanded assignment processes to ensure better succession planning and enable access to a larger pool of talent and competencies, including non-rotational employees and candidates from other departments. First steps were also taken to increase the transparency and timeliness of hiring, staffing assignments and recruitment through:

- development of generic assessment tools and job descriptions as well as competency profiles for key occupational groups;
- preparation of a competency-based interview guide to assist managers in staffing;
- continued work to develop pools of pre-qualified candidates for the Commerce (CO) and Economic, Sociology and Statistics (ES) occupational groups as well as to develop procedures to simplify lateral movement across these pools;
- expansion of the selection process for heads of missions to include nominees from other departments; and
- creation of corporate boards, providing key cor-

porate oversight and ensuring that candidates receive feedback on their job applications for specific assignments.

The department continued to improve working and living conditions for employees posted at locations abroad where infrastructure does not meet Canadian standards. Based on recent experiences of mission staff, a strategy was developed to address financial issues, housing, education, and assistance for spouses and child care as well as additional support for those in missions subject to difficult situations such as emergency evacuations. Work is now under way with Treasury Board and bargaining agents to address many of these issues. Following a review of the cost-of-living measures, the department reduced accommodation costs for over 95 percent of Canadian staff at missions abroad. To address high vacancy levels in the new U.S. missions, special measures are being taken to ensure benefits reflect the real cost of living in that country.

To provide a supportive workplace, the department established a Values and Ethics unit; implemented a training program on bias-free recruitment and diversity; and implemented an official-languages training strategy, which identifies an officer responsible for official languages at every mission. The department's new recruitment strategy addresses employment equity for designated groups through accelerated promotions, and the 2005 recruitment campaign aims to increase representation of designated groups in certain occupational categories, particularly the executive group.

In keeping with the new Public Service Modernization Act, the department established a new labour-management committee and alternative dispute resolution.

### Corporate Services

Getting the administration and infrastructure of the department right is important to its success in achieving results for Canadians. Highlights of last year's accomplishments are presented below.

First, improvement of activity-based costing models was applied to resource planning to better identify departmental resources. In addition to developing a new MRRS-PAA and Strategic Planning Framework, the department has also made significant improvements to business planning, including integration of mission-specific plans with overall departmental planning.

The department established a corporate task force to realign its budgets with its new organizational structure, review resource allocations and develop a model for alternative means of delivery of common services at missions abroad. The task force identified activities that could be reduced or eliminated, enabling the department to meet expenditure review targets set by Treasury Board.

As a global player, the department requires a highly robust information technology infrastructure and related support in order to provide the services and results Canadians expect. The department has now completed a two-year project to upgrade common-services infrastructure at headquarters and missions abroad, slightly under budget. In addition to expanding its own extensive Internet presence, the department continued to lead enhancements to the international gateway of the main Government of Canada Web site. In so doing, the department contributed significantly to Canada's number one world ranking in e-government for the fifth consecutive year (Accenture study at [http://www.accenture.com/xd/xd.asp?it=caweb&xd=locations%5Ccanada%5Cinsights%5Cstudies%5Cleadership\\_cust.xml](http://www.accenture.com/xd/xd.asp?it=caweb&xd=locations%5Ccanada%5Cinsights%5Cstudies%5Cleadership_cust.xml)).

The department continued to strengthen the management of its global property infrastructure. The year marked the first full year of ISO 9001-2000 certification of the property program's major project delivery process. Major chancery projects were completed in Berlin (\$101.2 million), Ankara and a new leased Consulate General in Chandigarh.

A critical element in effective administration is the undertaking of targeted audits and evaluations as well as implementation of their recommendations. In 2004-2005, the department's Office of the Inspector General completed 137 audit and evaluation projects. It also followed up on 17 previously audited programs to ascertain the extent to which managers had implemented the recommendations. The results were impressive: managers had implemented about 80 percent of the recommendations, and the remaining 20 percent were determined to be largely outside their control.

An area that received management attention over the past year was the Access to Information and Privacy (ATIP) function. The department was once again identified in the Information Commissioner's annual report as not being compliant with legislated response

deadlines for access to information requests. The department has taken a number of steps to address the situation, including the purchase of imaging software, ATIPImage, that will provide capacity to process records electronically. Also, a review of the ATIP function has recently been completed and the results will be a critical element in building up the function's capacity and efficiency. Furthermore, a business plan for the ATIP office, which was recently completed, identifies commitments, resources and the procedural changes necessary to address the findings and recommendations contained in the ATIP review.

Effective communications enables crucial interaction with other government departments, NGOs and the public. A good example of this was the role played by the Communications Bureau in the government's response to the December 2004 tsunami, which the department coordinated. The department provided news wire updates and technical briefings to the media, consolidated government messaging and offered unprecedented Webcasting on the event and its aftermath. It also was a key player in the tabling and public dissemination of the government's International Policy Statement.

In the interests of greater transparency and accountability, the department disclosed all contracts with a value of more than \$10,000 on its Web site, along with the travel and hospitality expenses of the Minister, his Parliamentary Secretary, exempt staff and senior employees.

Finally, the department's Office of Protocol expanded its collaboration with Quebec to share essential information on representatives of foreign governments in Canada. Quebec is home to the second-largest group of foreign representatives, outside the National Capital Region. The Office also implemented various elements of modern comptrollership, including a new diplomatic registry system. The Office's work continued to be well received, given its clientele of some 8,000 members of the foreign diplomatic community: about one complaint was received per month. Furthermore, Government of Canada clients consistently expressed satisfaction with the travel and hospitality services provided.



# Supplementary Information



Canadian Embassy, London

## Section 3

### 3.1 Organizational Information

In June 2004, the department established its PAA. In January 2005, the department began implementation of an extensive reorganization designed to modernize and streamline its operations. Now that the IPS has been released, departmental priorities and activities will be adjusted. This process will require an updating of the PAA in the coming year.

#### 3.1.1 Governance and Accountability

As Minister of Foreign Affairs, Pierre Pettigrew is accountable to Parliament for the management and oversight of the department. He is supported by Aileen Carroll, Minister of International Cooperation, who is responsible for CIDA, and Jacques Saada, the Minister responsible for La Francophonie.

Mr. Pettigrew's Parliamentary Secretary is Dan McTeague. In addition, the Minister of Foreign Affairs works closely with Marlene Jennings, the Parliamentary Secretary to the Prime Minister (Canada-U.S.).

The Minister of Foreign Affairs, Pierre Pettigrew, chairs the Cabinet Committee on Global Affairs,

which ensures an integrated approach to foreign affairs, defence, development, trade and other related issues. He is one of the vice-chairs of the Cabinet Committee on Canada-U.S., which ensures an integrated, government-wide approach to Canada-U.S. relations. This committee is supported by the Canada-U.S. Secretariat at the PCO.

Mr. Pettigrew is also a member of:

- the Cabinet Committee on Security, Public Health and Emergencies, which manages national security and intelligence issues and activities, while ensuring coordination of the federal response to all emergencies, including natural disasters; and
- the Expenditure Review Sub-Committee of the Treasury Board, which reviews all programs and areas of crosscutting interest and makes recommendations to Treasury Board on funding decisions and reallocations.

#### 3.1.2 A New Departmental Organization Chart

As noted above, the department is being restructured (see new organization chart on page 90). One of the key changes is the reorganization of the geographic

branches. Previously, there were four: Africa and the Middle East, the Americas, Asia-Pacific, and Europe. There are now two: the North America Branch, which concentrates on the U.S. and Mexico; and the Bilateral Relations Branch, which covers the rest of the world. The geographic branches manage and coordinate Canada's relations with their designated part of the world, providing resources and guidance to Canada's missions on all aspects of foreign policy and consular services. They provide policy advice to Minister Pettigrew, and, at missions abroad, manage certain core programs and all of the department's business line activities, as well as the initiatives of OGDs and agencies co-located there.

All of the department's branches contribute to achieving the strategic outcomes identified in the PAA. The two geographic branches and four functional branches (Strategic Policy and Public Diplomacy, International Security, Global Issues and the office of the Legal Adviser) support the strategic outcome Advancing Canada's Interests Internationally. The geographic branches, Corporate Services and Human Resources support the strategic outcome Serving Government Abroad, while the Consular Affairs Bureau, geographic branches and Passport Canada support the strategic outcome Serving Canadians Abroad.

### 3.1.3 The Department's Senior Management Team

Deputy Minister Peter Harder supports Minister Pettigrew in determining the overall direction of the department. Two bureaus (Communications and Executive Services) report directly to the Deputy Minister, while three other bureaus (Office of the Inspector General, Protocol Office and Passport Canada) report to the Associate Deputy Minister, Marie-Lucie Morin. The Deputy Minister and the Associate Deputy Minister are responsible for the department's three strategic outcomes and related programs.

Below the levels of Deputy Minister and Associate Deputy Minister, the department has a Legal Adviser and seven Assistant Deputy Ministers (ADMs). These ADMs develop policies and initiatives to achieve the worldwide objectives of the department's strategic outcomes. In so doing, they are accountable for the

main programs of the department and the performance of their respective branches.

Accountability below the ADM level is governed by the department's PAA.

### 3.1.4 Foreign Service Officers

The department employs members of two streams of the Foreign Service: political/economic officers and management/consular officers. These employees are rotational, relocating regularly between headquarters and Canada's missions abroad.

Political/economic officers are key players in shaping Canada's policies on a wide range of issues, such as international human rights, the environment, disarmament, and the Middle East peace process. These officers primarily support the work of the strategic outcome Advancing Canada's Interests Internationally. These officers typically spend a considerable amount of time working with their international counterparts.

Management/consular officers support the work of two strategic outcomes at missions abroad. First, by providing consular and passport services, they support the strategic outcome Serving Canadians Abroad. Consular officers provide help and advice to Canadians outside the country in dealing with issues such as incarceration, death, child abduction, and evacuation in the event of a political emergency or natural disaster. Second, these officers contribute to Serving Government Abroad by coordinating the services provided to all Government of Canada departments and agencies operating outside Canada, including contracting, procurement and human resources management. At headquarters, management/consular officers exercise budgetary and human resources authority.

### 3.1.5 Formal Decision-making Structures in the Department

A number of committees and groups guide corporate decision making within the department. The following are of particular importance with respect to overall governance of the department:

- The Governing Board, chaired by the Deputy Minister, is made up of the Associate Deputy Minister, the seven ADMs, the Legal Adviser, the Director General of Communications, the Director General of Executive Services, the Executive Assistant to the Deputy Minister and an equal number of HOMs who are selected for a two-year term. This advisory group meets three or four times a year.
- Weekly meetings of the Executive Committee, chaired by the Deputy Minister, provide a forum for decision making and priority setting in the department. Its membership is the same as that of the Governing Board, excluding the HOMs. The group's mandate extends to all major policy, program and management issues facing the department.
- The Management Committee, chaired by the Associate Deputy Minister, meets on a weekly basis. This committee serves as the senior forum for decision making on virtually all departmental financial and program-management issues. Its decisions are referred to the Executive Committee for final approval.
- The Forward Planning Meeting, chaired by the Deputy Minister, is a weekly forum for information sharing on emerging issues related to the department's mandate and operations. Its membership is the same as that of the Executive Committee, but also includes all of the department's Directors General.
- The Policy Committee is responsible for reviewing all medium- and longer-term policy initiatives before final consideration by the Executive Committee. This committee, which is chaired by the ADM, Strategic Policy and Public Diplomacy, helps drive strategies on Canada's relations with specific countries, as well as its participation in multilateral organizations. The group also handles longer-term policy issues referred to it by the Executive Committee.
- The Audit and Evaluation Committee, which meets every four months, reviews the annual audit and evaluation plan of the department's Inspector General. It also considers all audits and evaluations conducted by the OIG, while providing overall direction. The Associate Deputy Minister chairs this group.

### 3.1.6 Governance of Canada's Missions Abroad

The department manages the missions abroad, ensuring that their activities are aligned with government-wide priorities. The role of the missions is to represent the Government of Canada and advance Canadian interests in designated countries, areas and multilateral organizations. Missions play a central role in delivering on key government-wide international objectives, including foreign and trade policies, defence, immigration goals and development assistance. They also play a growing role in support of Canada's domestic programs and activities. In carrying out these functions, missions ensure the integration and coordination of all federal programs and activities outside Canada.

The HOM serves as this country's official representative to his/her host country, area or organization. HOMs act on behalf of the entire Government of Canada, not just this department. In so doing, they ensure that all federal programs in their area of accreditation complement each other to the greatest extent possible.

Program managers at missions report to the HOM as well as to the relevant program authorities in their home departments or agencies. These managers receive guidance from the relevant functional and geographic branches at DFAIT (*Foreign Affairs*) headquarters or their home departments.

Each mission has a Committee on Mission Management, usually chaired by the HOM. Its members are the mission's program managers. Meeting weekly, the committee coordinates the mission's policies and programs and oversees its management. While decisions are typically made by consensus, the HOM has the final authority.

All federal employees at missions abroad, regardless of their home departments or agencies, act as members of a cohesive Government of Canada team. They coordinate, consult and share information with each other. They also collaborate on day-to-day mission operations and special federal initiatives such as foreign visits by the Governor General and Prime Minister.

In 2004-2005, the department began to incorporate business plans prepared by missions into its planning cycle for the first time in eight years. Each mission is asked to prepare an annual plan, identifying its activities,

expected results and corresponding resource implications, and explaining how they correspond to departmental priorities.

The department provides goods, services and real property to OGDs and agencies co-located at missions abroad. The purpose is to:

- ensure a consistent federal approach to Canada's representation abroad; and
- enable all federal partners with international operations to deliver their programs and services effectively outside the country; and maintain economies of scale.

### 3.1.7 Office of the Inspector General

The OIG provides audit, evaluation, special investigations and mission inspection services to the department in order to provide objective information to assess management and control frameworks. The Audit Division helps managers develop RBAFs for the department's grants and contribution programs. Audits of these programs as well as those in other headquarters units and missions abroad are also conducted using risk-based assessment methods.

The Evaluation Division provides performance assessments of departmental programs as to whether they are meeting stated objectives and producing expected results. It also helps managers produce RMAFs for a number of program areas in which RMAFs are used to measure performance over the life cycle of programs.

### 3.1.8 Special Operating Agencies

There are two special operating agencies within the department: Passport Canada and the Physical Resources Bureau. Passport Canada operates much like a private-sector enterprise, financing its operations entirely from the fees charged for passports and other travel documents. It also operates under a revolving fund that allows it to carry over surpluses and deficits. The Physical Resources Bureau is responsible for the cost-effective acquisition, management, development and disposal of real property and materiel required to

support the Foreign Service in delivering programs abroad.

### 3.1.9 Management of the Department's Portfolio

A number of organizations outside of the department's direct governance structure also report to the department. These organizations make up what is known as the department's portfolio. This reporting relationship enables the department to understand how the organizations in question contribute to government-wide priorities.

CIDA supports sustainable development in developing countries in order to reduce poverty, and contributes to a more secure, equitable and prosperous world. It reports to Parliament through the Minister of International Cooperation. The authority of CIDA is articulated in the Department of Foreign Affairs and International Trade Act, the Annual Appropriations Act and the International Development (Financial Institutions) Assistance Act. CIDA is currently listed under Schedule 1.1 of the Financial Administration Act.

IDRC, which reports to the Minister of Foreign Affairs, is a Crown corporation. It initiates, encourages, supports and conducts research into the problems of the developing world, and explores possible means of applying and adapting scientific, technical and other knowledge to address those problems.

### 3.1.10 Management Outside the Department's Portfolio

The International Centre for Human Rights and Democratic Development (known as Rights and Democracy) is a non-partisan organization created by Parliament in 1988 to encourage and support the universal values of human rights and the promotion of democratic institutions and practices around the world. This organization receives most of its funding from Canada's Overseas Development Assistance Budget through the department. Each year, Rights and Democracy submits a report on its activities to the Minister of Foreign Affairs, who tables it in Parliament.

The International Joint Commission is an independent binational (Canada and the U.S.) organization estab-

lished by the Boundary Waters Treaty of 1909. Its purpose is to help prevent and resolve disputes over the use and quality of boundary waters and to advise on related issues. While the commission periodically communicates with this department, it does not formally report to it.

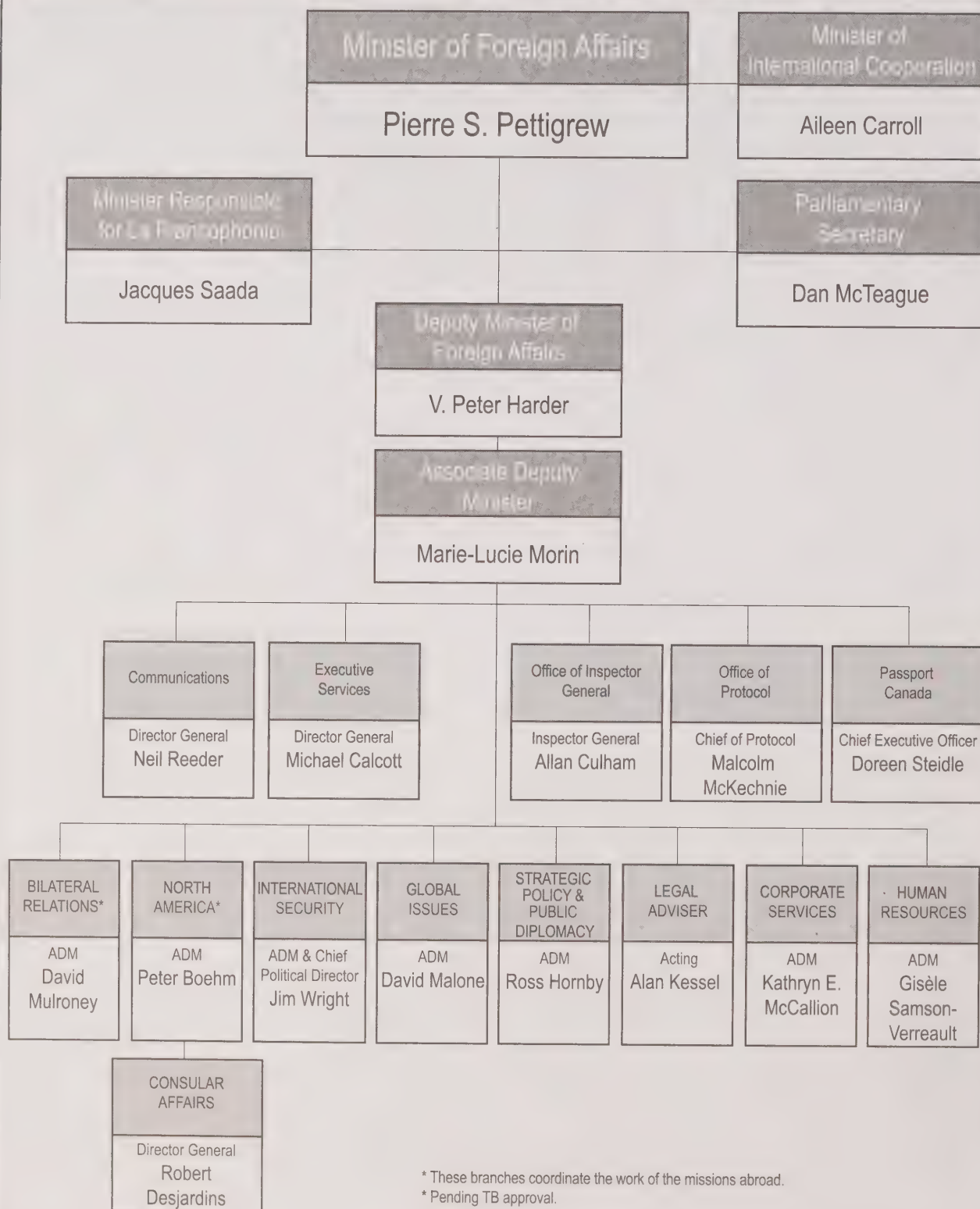
The department reports to Parliament on the performance of foundations to which it provides funding (e.g. the Foreign Service Community Association), in accordance with the federal 2003 Budget plan, which introduced changes to improve their public accountability. This reporting is done by including information on the plans and results of these foundations in the department's planning and performance reports.

The Roosevelt Campobello International Park Commission is responsible for administering, as a

memorial to President Franklin D. Roosevelt, the Roosevelt Campobello International Park in the Bay of Fundy. The Commission was created by an international treaty signed by Prime Minister Lester B. Pearson and President Lyndon B. Johnson on January 22, 1964. On the recommendation of the Minister of Foreign Affairs, Canada appoints three Canadian commission members. The U.S. commission members are appointed by the President of the United States. The treaty specifies that the two countries share equally in the costs of development, operation and maintenance of the Park. Canadian budget approval lies with the department. The day-to-day management of the Park is the responsibility of a superintendent, appointed by the Park Commission.

## Department of Foreign Affairs and International Trade (*Foreign Affairs*)

# Organizational Chart



### 3.2 Financial Information

The department's total spending authorities stand at \$1,887.6 million (\$1,728.3 million in Main Estimates; \$183.6 million in Supplementary Estimates voted by Parliament, minus Adjustments and Transfers of \$38.9 million (as per the Public Accounts). The department actually spent \$1,665.0 million (88 percent of authorized spending) during the fiscal year. The difference is primarily attributable to reduced requirements for assessed contributions for Canada's membership in international organizations (\$133.9 million), as well as departmental lapses in operating (\$72.2 million) and capital (\$4.1 million) expenditures.

The department has three voted appropriations and eight statutory authorities. Voted appropriations require annual approval by Parliament via the Main Estimates. Statutory authorities appear in Main Estimates for information only as expenditures are authorized by existing legislation.

Approximately 96 percent of the department's reference level requires Parliamentary approval on an annual

basis, with 4 percent of the expenditures being authorized by existing legislation. The annual approval vote breakdown is as follows in percentage terms: Authorities for Operating Expenditures (Vote 1) make up about 55.8 percent; Authorities for Capital Expenditures (Vote 5) make up about 7 percent; and Authorities for Grants and Contributions (Vote 10) make up about 33 percent. Approximately 73 percent of the Vote 10 Grants and Contributions are assessed contributions to international organizations. The department funds Canada's memberships in international organizations such as the UN, the WHO and the ICAO. This benefits the entire Government of Canada, not strictly this department.

Passport Canada is a special operating agency, which manages and delivers passport services to Canadians through the use of the Passport Revolving Fund. Under this policy, Passport Canada is not funded via the regular Treasury Board process, but rather finances its activities via revenues generated from the sale of products, in accordance with Treasury Board guidelines.

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## Supplementary Information

Table 1A: Comparison of Planned to Actual Spending (incl. FTEs) (\$ millions)

	Actual 2002 - 2003	Actual 2003 - 2004	2004 - 2005			
			Main Estimates	Planned Spending	Total Authorities	Actual
Business Line						
International Business Development	256.4	0.0	0.0	0.0	0.0	0.0
Trade Policy	193.5	0.0	0.0	0.0	0.0	0.0
International Security and Cooperation	597.0	651.7	724.7	797.3	870.6	720.3
Assistance to Canadians Abroad	58.9	59.1	63.6	63.7	85.0	78.6
Public Diplomacy	104.2	100.8	111.8	120.7	184.3	166.3
Corporate Services	300.1	318.8	277.6	292.5	375	377.4
Services to Partner Departments	246.6	454.0	550.5	550.5	358.8	320.0
Passport Services	(3.3)	0.4	0.0	7.5	13.9	2.5
Total	1,753.4	1,584.8	1,728.2	1,832.2	1,887.6	1,665.0
Total	1,753.4	1,584.8	1,728.2	1,832.2	1,887.6	1,665.0
Less: Non-respendable revenue	133.8	103.9	97.6	97.6	97.6	104.6
Plus: Cost of services received without charge*	64.2	60.2	59.4	59.4	60.5	60.5
Net Cost of Department	1,683.8	1,541.1	1,690.0	1,794.0	1,850.5	1,620.9
Full Time Equivalents				9,885.0		9,221.0

### Explanatory Notes:

Due to rounding, figures may not add to totals shown.

\* Services received without charge usually include accommodation provided by Public Works and Government Services Canada (PWGSC), the employer's share of employees' insurance premiums, and expenditures paid by TBS (excluding revolving funds), Workers' Compensation coverage provided by Social Development Canada, and services received from the Department of Justice Canada (see Table 4).

Table 1B: Comparison of Planned Spending to Actual Spending (\$ millions)

2004 - 2005								
Business Line	Program Activity							Corporate and Executive Services
	Global and Security Policy	Bilateral Relations	Strategic Policy	Common Services and Infrastructure (Support from HQ)	Common Services and Infrastructure (Missions Abroad)	Consular Affairs	Passport	
International Security and Cooperation								
Main Estimates	655.2	68.7	0.0	0.0	0.0	0.0	0.0	0.0
Planned Spending	728.8	68.7	0.0	0.0	0.0	0.0	0.0	0.0
Total Authorities	794.2	76.7	0.0	0.0	0.0	0.0	0.0	0.0
Actual Spending	656.9	63.4	0.0	0.0	0.0	0.0	0.0	0.0
Assistance to Canadians Abroad (Consular Services)								
Main Estimates	0.0	0.0	0.0	0.0	0.0	63.8	0.0	0.0
Planned Spending	0.0	0.0	0.0	0.0	0.0	63.8	0.0	0.0
Total Authorities	0.0	0.0	0.0	0.0	0.0	84.6	0.0	0.0
Actual Spending	0.0	0.0	0.0	0.0	0.0	78.6	0.0	0.0
Public Diplomacy								
Main Estimates	0.0	50.6	61.5	0.0	0.0	0.0	0.0	0.0
Planned Spending	0.0	50.6	69.4	0.0	0.0	0.0	0.0	0.0
Total Authorities	0.0	74.5	109.8	0.0	0.0	0.0	0.0	0.0
Actual Spending	0.0	66.5	99.8	0.0	0.0	0.0	0.0	0.0
Corporate Services								
Main Estimates	0.0	0.0	0.0	167.0	0.0	0.0	0.0	110.8
Planned Spending	0.0	0.0	0.0	182.1	0.0	0.0	0.0	110.8
Total Authorities	0.0	0.0	0.0	256.7	0.0	0.0	0.0	118.3
Actual Spending	0.0	0.0	0.0	258.7	0.0	0.0	0.0	118.7

Continued on next page

Table 1B: Comparison of Planned Spending to Actual Spending (\$ millions)

2004 - 2005								
Business Line	Program Activity							Corporate and Executive Services
	Global and Security Policy	Bilateral Relations	Strategic Policy	Common Services and Infrastructure (Support from HQ)	Common Services and Infrastructure (Missions Abroad)	Consular Affairs	Passport	
Services to Partner Departments								
Main Estimates	0.0	0.0	0.0	0.0	550.6	0.0	0.0	0.0
Planned Spending	0.0	0.0	0.0	0.0	550.6	0.0	0.0	0.0
Total Authorities	0.0	0.0	0.0	0.0	358.8	0.0	0.0	0.0
Actual Spending	0.0	0.0	0.0	0.0	320.0	0.0	0.0	0.0
Passport Services								
Main Estimates	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Planned Spending	0.0	0.0	0.0	0.0	0.0	0.0	7.5	0.0
Total Authorities	0.0	0.0	0.0	0.0	0.0	0.0	13.9	0.0
Actual Spending	0.0	0.0	0.0	0.0	0.0	0.0	2.5	0.0

**Note:**

Methodology: The totals reflected above balance with the actual BL totals as displayed in Main Estimates and Public Accounts. Program Activity (PA) figures resulted in a \$320 million variance with shortfalls reported in Common Services (Missions Abroad) and Corporate Services, and over-allocations within Global & Security, Bilateral and Strategic Policy. This can be explained, as part of the mission expenditures should be attributable to these three other PAs. The Mission Cost Allocation Model (MCAM) would allow for the allocation from Common Services (Missions Abroad) to the other PAs as appropriate. The modified MCAM, which will allocate missions' expenditures by program activity, was not available for this exercise.

The above table attempts to provide a transition between Business Line Utilization (BLU) and Program Activity Architecture (PAA). As much as possible we have attempted to indicate where budget and expenditures associated with one BL can now be located within the relevant PA. Unfortunately, we are not capable of accurately allocating these amounts to the appropriate PA, to the same degree as we did with BL, due to the manner in which we calculated our BLU allocations. First, DFAIT (*Foreign Affairs*) used an activity-based costing model to assign our budget and actual expenditures among the various BL according to data allocations assigned to each position. As our systems are not currently configured to track budgets and expenditures by PAA, we have resorted to assigning these figures by division to the appropriate PA that can be identified. It is realized that some divisional budgets and expenditures should be attributed across multiple PAs, and assumptions as to these allocations have been made where appropriate. For example, Corporate Services can be split between both Corporate Services and Common Services PAs. Until our costing model is revised to allow the proper allocation of our costs by PAA, we are limited to the manual allocation as discussed above.

Table 2: Use of Resources by Business Lines (\$ millions)

2004 2005								
Business Line	Budgetary						Plus: Non-Budgetary	Total
	Operating	Capital	Grants and Contributions	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures	Loans, Investments and Advancements	
International Security and Cooperation								
Main Estimates	244.6	17.4	462.7	724.7	0.0	724.7	0.0	724.7
Planned Spending	267.8	17.4	512.1	797.3	0.0	797.3	0.0	797.3
Total Authorities	288.2	8.0	574.3	870.5	0.0	870.5	0.0	870.5
Actual Spending	270.7	7.5	442.1	720.3	0.0	720.3	0.0	720.3
Assistance to Canadians Abroad								
Main Estimates	64.8	1.4	0.1	66.3	2.6	63.7	0.0	63.7
Planned Spending	64.8	1.4	0.1	66.3	2.6	63.7	0.0	63.7
Total Authorities	85.0	2.5	0.1	87.6	2.6	85.0	0.0	85.0
Actual Spending	78.3	2.4	0.1	80.8	2.1	78.7	0.0	78.7
Public Diplomacy								
Main Estimates	83.5	1.1	29.4	114.0	2.3	111.7	0.0	111.7
Planned Spending	92.5	1.1	29.4	123.0	2.3	120.7	0.0	120.7
Total Authorities	136.5	3.5	46.6	186.6	2.3	184.3	0.0	184.3
Actual Spending	120.1	3.4	44.7	168.2	1.8	166.4	0.0	166.4
Corporate Services								
Main Estimates	205.4	88.4	0.3	294.1	16.4	277.7	0.0	277.7
Planned Spending	205.3	103.3	0.3	308.9	16.4	292.5	0.0	292.5
Total Authorities	284.6	106.5	0.1	391.2	16.4	374.8	43.2	418.0
Actual Spending	284.9	105.5	0.1	390.5	13.1	377.4	6.7	384.1
Services to Partner Departments								
Main Estimates	535.0	15.5	0.0	550.5	0.0	550.5	0.0	550.5
Planned Spending	535.0	15.5	0.0	550.5	0.0	550.5	0.0	550.5
Total Authorities	347.6	11.2	0.0	358.8	0.0	358.8	0.0	358.8
Actual Spending	311.1	8.9	0.0	320.2	0.0	320.0	0.0	320.0
Passport Services								
Main Estimates	166.2	0.0	0.0	166.2	166.2	0.0	0.0	0.0
Planned Spending	173.7	0.0	0.0	173.7	166.2	7.5	0.0	7.5
Total Authorities	180.1	0.0	0.0	180.1	166.2	13.9	0.0	13.9
Actual Spending	169.5	0.0	0.0	169.5	167.0	2.5	0.0	2.5

Table 3: Voted and Statutory Items (\$ millions)

Vote (V) or Statutory (S) Item	2004 - 2005			
	Main Estimates	Planned Spending	Total Authorities	Actual
1 Operating expenditures	1,005.5	1,045.0	1,054.2	982.0
5 Capital expenditures	123.8	138.7	131.8	127.6
10 Grants and contributions	492.2	541.8	621.0	487.0
(S) Minister of Foreign Affairs – Salary and motor car allowance	0.1	0.1	0.1	0.1
(S) Payment under the Diplomatic Service (Special) Superannuation Act	0.3	0.3	0.2	0.2
(S) Contributions to employee benefits plans	106.4	106.4	56.0	56.0
(S) Passport Revolving Fund	0.0	0.0	13.9	2.5
(S) Refund of amounts credited to revenue in previous years	0.0	0.0	0.8	0.8
(S) Collection agency fees	0.0	0.0	0.0	0.0
(S) Spending of proceeds from disposal of surplus Crown assets	0.0	0.0	3.0	2.2
(S) Loss on foreign exchange	0.0	0.0	6.6	6.6
<b>Total</b>	<b>1,728.3</b>	<b>1,832.3</b>	<b>1,887.6</b>	<b>1,665.0</b>

Table 4: Net Cost of Department (\$ millions)

2004 - 2005	
<b>Total Actual Spending</b>	<b>1,665.0</b>
<i>Plus: Services received without charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	21.6
Contributions covering employer's share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	36.6
Workers' compensation coverage provided by Social Development Canada	0.3
Salary and associated expenditures of legal services provided by Justice Canada	2.0
<b>Total</b>	<b>60.5</b>
<b>Less: Non-respendable Revenue</b>	<b>104.6</b>
<b>2004 - 2005 Net Cost of Department</b>	<b>1,620.9</b>

Table 5: Contingent Liabilities (\$ millions)

Contingent Liabilities	March 31, 2004	March 31, 2005
<i>Claims, Pending and Threatened Litigation</i>	6.0	0.5
<b>Total</b>	<b>6.0</b>	<b>0.5</b>

**Explanatory Notes:**

As of March 31, 2005, contingent liabilities estimated at \$516,000 were outstanding against the Department of Foreign Affairs and International Trade (*Foreign Affairs*). The \$516,000 relates to two individual cases of pending or threatened litigation. One of these cases are employment-related actions and the other is a contractual damage claim. While these cases are in various stages of litigation, it is not Department of Foreign Affairs and International Trade (*Foreign Affairs*)'s policy to comment on their expected outcomes. They must, however, be recognized as potential liabilities against the Crown and are therefore presented for information purposes.

Current year amounts do not include cases that are deemed unlikely.

Table 6: Loans, Investments and Advances (Non-Budgetary) (\$ millions)

Business Line	Actual 2002 - 2003	Actual 2003 - 2004	2004 - 2005			
			Main Estimates	Planned Spending	Total Authorities	Actual
Corporate Services						
Working Capital Advance for loans and advances to personnel working or engaged abroad in accordance with Vote L12c	1.6	0.1	0.0	0.0	9.8	2.3
Working Capital Advance for advances to posts abroad in accordance with Vote 630	(14.1)	(3.8)	0.0	0.0	33.4	4.4
Total	(12.5)	(3.7)	0.0	0.0	43.2	6.7

Table 7: Sources of Respendable and Non-Respendable Revenue (\$ millions)

**Respendable Revenue**

Business Line	Actual 2002 - 2003	Actual 2003 - 2004	2004 - 2005			
			Main Estimates	Planned Spending	Total Authorities	Actual
International Security and Cooperation						
International Youth Exchange	0.9	0.0	0.0	0.0	0.0	0.0
Assistance to Canadians Abroad						
Specialized consular services	2.4	2.5	2.6	2.6	2.6	2.1
Public Diplomacy						
Canadian Education Centres	0.6	0.4	1.1	1.1	1.1	0.3
International Youth Exchange	0.3	1.3	1.2	1.2	1.2	1.5
Corporate Services						
Telecommunication services	1.1	1.3	2.1	2.1	2.1	1.4
Training services	4.6	4.7	5.0	5.0	5.0	4.5
Real property services abroad	8.9	9.5	9.3	9.3	9.3	7.2
Services to Partner Departments						
***	0.0	0.0	0.0	0.0	0.0	0.0
Passport Services						
Passport Fees	136.7	158.4	166.2	166.2	166.2	164.5
Total Respendable Revenue	155.5	178.1	187.5	187.5	187.5	181.5

**Non-Respendable Revenue**

International Security and Cooperation						
Adjustment to Previous Year's Expenditures	0.6	1.6	0.0	0.0	0.6	0.6
Assistance to Canadians Abroad						
Consular fees on travel documents	47.6	53.5	58.6	58.6	58.0	58.0
Adjustment to Previous Year's Expenditures	0.2	0.6	0.0	0.0	0.2	0.2
Public Diplomacy						
Adjustment to Previous Year's Expenditures	0.2	0.8	0.0	0.0	0.9	0.9
Corporate Services						
Employee rental shares and transportation	18.2	18.3	12.2	12.2	18.2	18.2
Sales of properties and other assets	27.2	8.6	18.4	18.4	14.7	14.7
Adjustment to Previous Year's Expenditures	6.0	5.2	3.0	3.0	1.7	1.7
Services provided to the Passport Office	4.4	4.4	4.4	4.4	4.4	4.4
Gain on foreign exchange	7.6	5.5	0.0	0.0	3.3	3.3
Other	0.8	2.2	1.0	1.0	1.9	1.9
Services to Partner Departments						
Adjustment to Previous Year's Expenditures	0.9	3.2	0.0	0.0	0.7	0.7
Total Non-Respendable Revenue	113.7	103.9	97.6	97.6	104.6	104.6

Table 8: Passport Canada Revolving Fund Financial Statement (\$ millions)

Table 8A: Statement of Operations

	Actual 2002 - 2003	Actual 2003 - 2004	2004 - 2005			
			Main Estimates	Planned Spending	Total Authorities	Actual
<b>Respendable Revenue</b>	136.8	158.4	166.2	166.2	166.2	166.2
<b>Expenses</b>						
Operating:	138.8	149.4	166.2	166.2	166.2	166.2
Salaries and employee benefits	70.2	85.9	87.1	87.1	87.1	94.5
Depreciation	20.9	12.5	15.4	11.5	11.5	11.9
Repairs and maintenance	1.7	2.6	3.0	3.0	3.0	2.7
Administrative and support services	10.4	12.1	15.2	14.1	14.1	12.9
Utilities, materials and supplies	35.1	36.1	45.5	50.5	50.5	45.5
Marketing	0.0	0.0	0.0	0.0	0.0	0.0
Interest	0.5	0.2	0.0	0.0	0.0	0.0
<b>Surplus (Deficit)</b>	(2.0)	9.0	0.0	0.0	0.0	(0.3)

Table 8B: Statement of Cash Flows (\$ millions)

	Actual 2002 - 2003	Actual 2003 - 2004	2004 - 2005			
			Main Estimates	Planned Spending	Total Authorities	Actual
<b>Surplus (Deficit)</b>	(2.0)	9.0	0.0	0.0	0.0	0.0
<b>Add non-cash items:</b>						
Depreciation / amortization	20.9	8.9	15.4	11.5	11.5	11.1
Provision for employee termination benefits	0.8	1.5	0.4	0.4	0.4	1.4
Deferred leasehold inducements	(0.1)	(0.3)	0.0	0.0	0.0	0.0
Interest on loan	0.4	0.2	0.0	0.0	0.0	0.0
<b>Add cash inflows:</b>						
Gain on loan forgiveness	0.0	0.0	0.0	0.0	0.0	4.5
Treasury Board submissions	0.0	0.0	0.0	0.0	0.0	2.2
Changes in working capital	(1.8)	1.2	8.6	12.6	12.6	(0.1)
<b>Investing activities:</b>						
Acquisition of depreciable assets	(14.9)	(16.3)	(19.9)	(20.0)	(20.0)	(16.8)
Loan from DFAIT ( <i>Foreign Affairs</i> ) (Repayment)	0.0	(4.5)	(4.5)	(4.5)	(4.5)	(4.5)
<b>Cash Surplus (requirement)</b>	3.3	(0.3)	0.0	0.0	0.0	(2.5)

## Supplementary Information

Table 8: Passport Canada Revolving Fund Financial Statement (\$ millions) *(continued)*

Table 8C : Projected Use of Authority

	Actual 2002 - 2003	Actual 2003 - 2004	2004 - 2005			
			Main Estimates	Planned Spending	Total Authorities	Actual
Authority						
Drawdown:						
Balance as at April 1	10.9	14.2	13.9	13.9	13.9	13.9
Projected surplus (Drawdown)	3.3	(0.3)	0.0	0.0	0.0	(2.5)
<b>Projected Balance at March 31</b>	<b>14.2</b>	<b>13.9</b>	<b>13.9</b>	<b>13.9</b>	<b>13.9</b>	<b>11.4</b>

Table 9: Resource Requirements by Branch (\$ millions)

Organization	2004 - 2005						Total
	International Security and Cooperation	Assistance to Canadians Abroad	Public Diplomacy	Corporate Services	Services to Partner Departments	Passport Services	
<b>Executive Offices</b>							
Main Estimates	0.0	0.0	0.0	8.0	0.0	0.0	8.0
Planned Spending	0.0	0.0	0.0	8.5	0.0	0.0	8.5
Total Authorities	0.0	0.0	0.0	7.3	0.0	0.0	7.3
Actual Spending	0.0	0.0	0.0	6.4	0.0	0.0	6.4
<b>Legal Adviser</b>							
Main Estimates	8.0	0.0	0.0	0.0	0.0	0.0	8.0
Planned Spending	6.8	0.0	0.0	0.0	0.0	0.0	6.8
Total Authorities	15.2	0.0	0.0	0.0	0.0	0.0	15.2
Actual Spending	12.4	0.0	0.0	0.0	0.0	0.0	12.4
<b>Global and Security Policy</b>							
Main Estimates	573.8	0.0	0.0	0.0	0.0	0.0	573.8
Planned Spending	616.3	0.0	0.0	0.0	0.0	0.0	616.3
Total Authorities	658.0	0.0	0.0	0.0	0.0	0.0	658.0
Actual Spending	538.9	0.0	0.0	0.0	0.0	0.0	538.9
<b>Communications, Culture and Policy Planning</b>							
Main Estimates	1.4	0.0	46.2	0.0	0.0	0.0	47.6
Planned Spending	1.1	0.0	58.5	0.0	0.0	0.0	59.6
Total Authorities	0.9	0.0	102.2	0.0	0.0	0.0	103.1
Actual Spending	0.7	0.0	93.7	0.0	0.0	0.0	94.4

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Table 9: Resource Requirements by Branch (\$ millions)

2004 - 2005							
Organization	International Security and Cooperation	Assistance to Canadians Abroad	Public Diplomacy	Corporate Services	Services to Partner Departments	Passport Services	Total
Corporate Services, Passport and Consular Affairs							
Main Estimates	28.6	7.2	0.0	233.6	0.0	0.0	269.4
Planned Spending	42.3	7.8	0.0	247.3	0.0	7.5	304.9
Total Authorities	48.4	12.2	0.0	313.4	0.0	13.9	387.9
Actual Spending	40.2	11.9	0.0	313.9	0.0	2.5	368.5
Human Resources							
Main Estimates	0.0	0.1	0.0	36.0	0.0	0.0	36.1
Planned Spending	0.0	0.1	0.0	36.7	0.0	0.0	36.8
Total Authorities	0.0	0.1	0.0	54.2	0.0	0.0	54.3
Actual Spending	0.0	0.1	0.0	57.1	0.0	0.0	57.2
Americas							
Main Estimates	33.1	16.5	19.2	0.0	161.0	0.0	229.8
Planned Spending	38.1	16.3	18.1	0.0	160.7	0.0	233.2
Total Authorities	41.9	20.5	23.2	0.0	100.5	0.0	186.1
Actual Spending	36.0	18.6	20.2	0.0	88.2	0.0	163.0
Europe							
Main Estimates	32.9	16.5	19.1	0.0	160.6	0.0	229.1
Planned Spending	37.9	16.2	18.0	0.0	160.1	0.0	232.2
Total Authorities	44.3	21.8	24.5	0.0	108.1	0.0	198.7
Actual Spending	39.6	21.1	23.2	0.0	102.0	0.0	185.9
Asia-Pacific							
Main Estimates	29.8	14.8	17.3	0.0	145.2	0.0	207.1
Planned Spending	34.9	14.8	16.6	0.0	147.1	0.0	213.4
Total Authorities	38.3	18.8	21.3	0.0	91.7	0.0	170.1
Actual Spending	32.8	16.9	18.5	0.0	80.7	0.0	148.9
Africa and Middle East							
Main Estimates	17.1	8.5	10.0	0.0	83.7	0.0	119.3
Planned Spending	19.8	8.5	9.4	0.0	82.5	0.0	120.2
Total Authorities	23.8	11.7	13.1	0.0	58.5	0.0	107.1
Actual Spending	19.8	10.0	10.6	0.0	49.2	0.0	89.6

## Supplementary Information

Table 10A: User Fees Act (\$ millions)

### User Fee: Access to Information Act

Fees charged for the processing of access requests filed under the Access to Information Act

**Fee Type:** Other  
**Fee-setting Authority:** Access to Information Act  
**Date Last Modified:** 1992

2004 - 2005			Planning Years		
Forecast Revenue (\$000)	Actual Revenue (\$000)	Full Cost (\$000)	Fiscal Year	Forecast Revenue (\$000)	Estimated Full Cost (\$000)
9.0	5.0	910.0	2005 - 2006	9.0	1,259.0
			2006 - 2007	9.0	1,450.0
			2007 - 2008	9.0	1,413.0
<b>Total</b>	<b>9.0</b>	<b>5.0</b>	<b>910.0</b>	<b>Total</b>	<b>27.0</b>
					<b>4,122.0</b>

**2004 - 2005 Performance Standard:** Framework under development by TBS (see <http://lois.justice.gc.ca/en/a-1/8.html>).

**2004 - 2005 Performance Results:** Statutory deadlines met 65 percent of the time.

**Other Information:** It is the department's practice to waive fees where the total owing per request amounts to less than \$25. There was a significant increase in the number of times fees were waived in 2004 - 2005 due to the department's failed performance in responding to applicants within the legislative timeframes.

### User Fee: Canadian Foreign Service Institute (CFSI) Training

CFSI generates vote-netted revenue by providing mostly foreign language and intercultural training to individuals who are not DFAIT (*Foreign Affairs*) employees.

**Fee Type:** Other - Cost Recovery  
**Fee-setting Authority:** Access to Information Act; Financial Administration Act; TB Cost Recovery and Charging Policy  
**Date Last Modified:** Started in 1995. An analysis of training needs is carried out on a case-by-case basis following consultation with clients. Course fees are assessed based on full cost recovery.

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Table 10A: User Fees Act

2004 - 2005			Planning Years		
Forecast Revenue (\$000)	Actual Revenue (\$000)	Full Cost (\$000)	Fiscal Year	Forecast Revenue (\$000)	Estimated Full Cost (\$000)
80.0	88.0	88.0	2005 - 2006	90.0	90.0
			2006 - 2007	90.0	90.0
			2007 - 2008	90.0	90.0
<b>Total</b>	<b>80.0</b>	<b>88.0</b>	<b>Total</b>	<b>270.0</b>	<b>270.0</b>

**2004 - 2005 Performance Standard:** All training is evaluated on an ongoing basis. Participants in foreign language courses receive placement tests before training and proficiency tests upon completion to ensure that targeted levels have been obtained.

**2004 - 2005 Performance Results:** The client rating for foreign language training is 84 percent, while the average rating for intercultural effectiveness training is 91 percent.

#### User Fee: Passport Canada Revolving Fund

**Fee Type:** Other - Products and Services  
**Fee-setting Authority:** Passport service fees regulation  
**Date Last Modified:** December 11, 2001

2004 - 2005			Planning Years		
Forecast Revenue (\$000)	Actual Revenue (\$000)	Full Cost (\$000)	Fiscal Year	Forecast Revenue (\$000)	Estimated Full Cost (\$000)
166,182.0	167,213.0	169,688.0	2005 - 2006	181,431.0	181,431.0
		(166,182.0)	2006 - 2007	199,324.0	199,324.0
			2007 - 2008	199,324.0	199,324.0
<b>Total</b>	<b>166,182.0</b>	<b>3,506.0</b>	<b>Total</b>	<b>580,079.0</b>	<b>580,079.0</b>

**2004 - 2005 Performance Standard:** The standard turnaround times are 10 days for over-the-counter applications and 20 days for mail-in applications. All training is evaluated on an ongoing basis.

**2004 - 2005 Performance Results:** The turnaround time was met 97 percent of the time for the over-the-counter applications and 94.6 percent of the time for the mail-in applications.

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Table 10A: User Fees Act

**User Fee: Consular Services Fee**

In addition to the fees collected for responding by Passport Canada, a consular fee of \$25 is collected on behalf of the department and is credited to the Consolidated Revenue Fund. This fee offsets the costs of providing consular services to Canadians in distress abroad. Consular services range from routine information requests to cases involving international abduction of children, medical emergencies and evacuations, arrest or detention, death of Canadians abroad, and emergency evacuation in the event of natural disasters or crises. Passport and citizenship services are also provided abroad on behalf of Passport Canada and Citizenship and Immigration Canada.

**Fee Type:**

Other - Cost Recovery

**Fee-setting Authority:**

Consular Services Fees Regulations <http://laws.justice.gc.ca/en/E-22/SOR-95-538/index.html> pursuant to the Department of Foreign Affairs and International Trade Act.

**Date Last Modified:**

The Consular Services Fee was introduced on November 8, 1995. It has not been amended.

2004 - 2005			Planning Years		
Forecast Revenue (\$000)	Actual Revenue (\$000)	Full Cost (\$000)	Fiscal Year	Forecast Revenue (\$000)	Estimated Full Cost (\$000)
65.1	66.2	76.3	2005 - 2006	66.2	68.4
			2006 - 2007	66.2	68.4
			2007 - 2008	66.2	68.4
<b>Total</b>	<b>65.1</b>	<b>66.2</b>	<b>Total</b>	<b>198.6</b>	<b>205.2</b>

**2004 - 2005 Performance Standard:** Consular services are based on written service standards, which detail the services to be provided, along with qualitative and quantitative standards to be used by employees. The service standards are available at [http://www.voyage.gc.ca/main/about/service\\_standards-en.asp](http://www.voyage.gc.ca/main/about/service_standards-en.asp) as well as at all missions abroad, where they are either in public view or can be provided by employees.

Consular services are provided to Canadians abroad 24 / 7 at more than 270 points of service around the world. Outside regular business hours, calls are forwarded to the Emergency Operations Centre in Ottawa. Emergency situations are dealt with immediately.

**2004 - 2005 Performance Results:** In 2004 - 2005 consular officers dealt with close to 1.4 million requests for consular service, with 192,350 actual cases being opened, including passport services. Feedback indicated that 85 percent of respondents were satisfied with the overall service they received; of these, 77 percent were very satisfied compared with 73 percent in the previous year. An on-line client survey was undertaken in August - September 2004, which indicated that 88 percent of clients are either satisfied (31 percent) or very satisfied (57 percent) with the consular services they received.

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Table 10A: User Fees Act

**User Fee: Specialized Consular Services Fee**

Specialized consular services are for the provision of such services as administering oaths, receiving affidavits, and authenticating a signature or the seal of a foreign authority. Clients in emergency situations abroad, or to whom overriding humanitarian or compassionate considerations apply, are exempt from these fees. Fees reflect the cost of providing the services and do not undercut those charged by local professionals.

**Fee Type:** Other - Cost Recovery

**Fee-setting Authority:** Consular Fees (Specialized Services) Regulations [http://www.voyage.gc.ca/main/about/consular\\_fees-en.asp#1](http://www.voyage.gc.ca/main/about/consular_fees-en.asp#1) pursuant to paragraph 19(1) (a) of the Financial Administration Act.

**Date Last Modified:** Fees have been collected for these services since 1958 pursuant to the Regulations Respecting the Fees to be Charged for Consular Services, SOR / 58-133. The most recent modification occurred in 1998.

2004 - 2005			Planning Years		
Forecast Revenue (\$000)	Actual Revenue (\$000)	Full Cost (\$000)	Fiscal Year	Forecast Revenue (\$000)	Estimated Full Cost (\$000)
2.6	2.9	3.5	2005 - 2006	3.5	3.5
			2006 - 2007	3.5	3.5
			2007 - 2008	3.5	3.5
<b>Total</b>	<b>2.6</b>	<b>2.9</b>	<b>Total</b>	<b>10.5</b>	<b>10.5</b>

**2004 - 2005 Performance Standard:** Consular services are based on written service standards, which detail the services to be provided, along with qualitative and quantitative standards to be used by employees. The service standards are available at [http://www.voyage.gc.ca/main/about/service\\_standards-en.asp](http://www.voyage.gc.ca/main/about/service_standards-en.asp) as well as at all missions abroad, where they are either in public view or can be provided by employees.

**2004 - 2005 Performance Results:** In 2004 - 2005, missions abroad dealt with 71,525 legal / notary cases (includes service delivery and related information or inquiries). Client feedback shows an overall satisfaction level with the legal / notary service of 81 percent, with 79 percent of clients indicating they were very satisfied.

**User Fee: IYP (International Youth Program)**

The IYP (International Youth Program) enables young Canadians aged 18 to 35 to travel and work abroad for up to 12 months. This program, which operates on a reciprocal basis, facilitated exchanges in over 40 countries last year. A fee of \$150 per person is paid by participants from Australia and New Zealand living and working in Canada (these countries levy fees against young Canadians participating in the exchange program).

Revenue from these fees is used by the department to offset the incremental costs (other than costs of processing visas and work permits) incurred to support the program in Sydney, Australia, and Wellington, New Zealand; to expand quotas within the program by extending the program into countries with minimal current participation and by responding to demand for more exchanges in currently participating countries; and to increase the level of Canadian outbound participation by advertising the program to young Canadians and promoting the program within Canada.

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Table 10A: User Fees Act

**Fee Type:** Other-Program Participation Fee

**Fee-setting Authority:** TB Charging Policy Authorization No. 828483 pursuant to section 19(1)(b) of the Financial Administration Act

**Date Last Modified:** January 2001

2004 - 2005			Planning Years		
Forecast Revenue (\$000)	Actual Revenue (\$000)	Full Cost (\$000) <sup>1</sup>	Fiscal Year	Forecast Revenue (\$000)	Estimated Full Cost (\$000)
1,500.0	1,500.0	1,500.0	2005 - 2006	900	1,500.0
			2006 - 2007	900	1,500.0
			2007 - 2008	900	1,500.0
<b>Total</b>	<b>1,500.0</b>	<b>1,500.0</b>	<b>Total</b>	<b>2,700.0</b>	<b>4,500.0</b>

**2004 - 2005 Performance Standard:** Foreign young people who pay the \$150 participation fee and who are eligible to participate in the IYP can expect to have their applications reviewed and processed and to receive their "Letter of Introduction" or rejection notice from Citizenship and Immigration Canada (CIC) within approximately 10 working days. Refunds are issued to non-eligible applicants.

**2004 - 2005 Performance Results:** During 2004 - 2005, more than 23,000 foreign young people participated in the IYP in Canada. During the same period, a similar number of young Canadians worked abroad under the program. Of the foreign participants in Canada who came from Australia and New Zealand, 8,000 were required to pay the \$150 participation fee. IYP acceptance letters and CIC Letters of Introduction were issued within the target of 10 working days for 99 percent of the applications from these two countries.

The level of foreign satisfaction with, and interest in, the IYP is growing, as demonstrated by the wish of participating countries to increase participation quotas and the desire of new countries to establish participation. The department is actively working to establish IYP agreements with Denmark, Hungary, Italy, Poland, Portugal and Spain.

**Other Information:** NIL

**\*Note:** According to prevailing legal opinion, where the corresponding fee introduction or most recent modification occurred prior to March 31, 2004 the:

- Performance standard, if provided, may not have received Parliamentary review;
- Performance standard, if provided, may not respect all establishment requirements under the UFA (e.g. international comparison; independent complaint address).

+ Ibid.

## Table 10B: Policy on Service Standards for External Fees

**External Fee: Access to Information requests**

Fees associated with processing of access requests filed under the Access to Information Act.

**2004 - 2005**

**Service Standard:** Framework under development by TBS (see <http://lois.justice.gc.ca/en/a-1/8.html>).

**Performance Results<sup>1</sup>:** Statutory deadlines met 65 percent of the time.

**Stakeholder Consultation:** The service standard is established by the Access to Information Act and the Access to Information Regulations. Consultations with stakeholders were undertaken for amendments done in 1986 and 1992.

**Other Information:** In fiscal year 2004 - 2005, 16 delay complaints were outstanding with the Office of the Information Commissioner, eight of which were resolved during this period to the Commissioner's satisfaction; the remainder are ongoing.

It is the department's practice to waive fees where the total owing per request amounts to less than \$25. There was a significant increase in the number of times fees were waived in 2004 - 2005 due to the department's failed performance in responding to applicants within the legislative timeframes.

**External Fee: Consular Services**

In addition to the fees collected for responding by Passport Canada, a consular fee of \$25 is collected on behalf of the department and is credited to the Consolidated Revenue Fund. This fee offsets the costs of providing consular services to Canadians in distress abroad. Consular services range from routine information requests to cases involving international abduction of children, medical emergencies and evacuations, arrest or detention, death of Canadians abroad, and emergency evacuation in the event of natural disasters or crises. Passport and citizenship services are also provided abroad on behalf of Passport Canada and Citizenship and Immigration Canada.

**2004 - 2005**

**Service Standard:** Consular services are based on written service standards, which detail the services to be provided, along with qualitative and quantitative standards to be used by employees. The service standards are available at [http://www.voyage.gc.ca/main/about/service\\_standards-en.asp](http://www.voyage.gc.ca/main/about/service_standards-en.asp) as well as at all missions abroad, where they are either in public view or can be provided by employees.

**Performance Results<sup>1</sup>:** In 2004 - 2005 consular officers dealt with close to 1.4 million requests for consular service, with 192,350 actual cases being opened, including passport services. Feedback indicated that 85 percent of respondents were satisfied with the overall service they received; of these, 77 percent were very satisfied compared with 73 percent in the previous year. An on-line client survey was undertaken in August - September 2004, which indicated that 88 percent of clients are either satisfied (31 percent) or very satisfied (57 percent) with the consular services they received.

*Continued on next page*

Table 10B: Policy on Service Standards for External Fees

**Stakeholder Consultation:** The consular service standards were developed following consultations with Canadians at approximately 80 missions around the world and selected clients in Canada. Surveys were also conducted at international airports in Toronto, Montreal and Vancouver.

These standards are available to clients on-line and at all missions abroad. Clients are invited to comment if they did not receive the level of service they expected, or if they wish to make suggestions. Based on the client feedback forms in use at missions, 85 percent of clients indicated that the service they received met their expectations. There was no feedback concerning the standards themselves.

#### External Fee: Specialized Consular Services

Specialized consular services are for the provision of such services as administering oaths, receiving affidavits, and authenticating a signature or the seal of a foreign authority. Clients in emergency situations abroad, or to whom overriding humanitarian or compassionate considerations apply, are exempt from these fees. Fees reflect the cost of providing the services and do not undercut those charged by local professionals.

#### 2004 - 2005

**Service Standard:** Consular services are based on written service standards, which detail the services to be provided, along with qualitative and quantitative standard to be used by employees. The service standards are available at [http://www.voyage.gc.ca/main/about/service\\_standards-en.asp](http://www.voyage.gc.ca/main/about/service_standards-en.asp) as well as at all missions abroad, where they are either in public view or can be provided by employees.

**Performance Results<sup>1</sup>:** In 2004 - 2005, missions abroad dealt with 71,525 legal / notary cases (includes service delivery and related information or inquiries). Client feedback shows an overall satisfaction level with the legal / notary service of 81 percent, with 79 percent of clients indicating they were very satisfied.

**Stakeholder Consultation:** The consular service standards were developed following consultations with Canadians at approximately 80 missions around the world and selected clients in Canada. Surveys were also conducted at international airports in Toronto, Montreal and Vancouver.

These standards are available to clients on-line and at all missions abroad. Clients are invited to comment if they did not receive the level of service they expected, or if they wish to make suggestions. Based on the client feedback forms in use at missions, 85 percent of clients indicated that the service they received met their expectations. There was no feedback concerning the standards themselves.

**Other Information:** One of the conditions for a fee for services to be considered a "user fee" under the User Fee Act is that the services are provided exclusively by the department charging the fee. Given that all of the services listed in the Consular Fees (Specialized Services) Regulations can also be provided by the private sector, a legal opinion was sought to determine if the fees for these services are subject to the User Fees Act. The conclusion of the legal opinion was that they are not, and that they can be changed without the necessity to follow the requirements set out in the Act. It was noted, however, that despite the foregoing, Treasury Board could make a policy subjecting all fees that are not "user fee under the Act to the same requirements."

*Continued on next page*

## Table 10B: Policy on Service Standards for External Fees

## External Fee: Passport Canada Revolving Fund

## 2004 - 2005

**Service Standard:** The standard turnaround times are 10 days for over-the-counter applications and 20 days for mail-in applications.

**Performance Results<sup>1</sup>:** The turnaround time was met 97 percent of the time for the over-the-counter applications and 94.6 percent of the time for the mail-in applications.

**Stakeholder Consultation:** N / A

## External Fee: Property-Related Lettings and Sublettings

## 2004 - 2005

**Service Standard:** In order to defray ongoing and life-cycle costs of retaining temporary surplus property, available space is let out to third parties as soon as an appropriate tenant is identified and terms negotiated. Space is fully demised from main mission space. All transactions are in accordance with local and international laws and regulations governing property and diplomatic rights.

**Performance Results<sup>1</sup>:** In 2004 - 2005, the department administered one subletting and eight letting agreements. Ninety percent of surplus space is let out within six to eight months, and 90 percent of agreements are renewed in accordance with market standards. Annual costs to operate and maintain temporarily surplus property are recovered through the rental charges to the extent possible.

**Stakeholder Consultation:** Each site-specific agreement will specify the legal, contractual, and monetary terms to occupy the space.

**Note:**

1. Performance result, if provided, is not legally subject to UFA section 5.1 regarding fee reductions for failed performance.

Table 11: Details on Project Spending (\$ millions)

Business Line	Current Estimated Total Cost	Actual 2002 - 2003	Actual 2003 - 2004	2004 - 2005		
				Planned Spending	Total Authorities*	Actual Spending
Corporate Services						
Ankara, Turkey Chancery construction <sup>2</sup>	12.2	0.5	2.8	8.4	17.3	8.8
Berlin, Germany Chancery construction <sup>2</sup>	101.2	14.9	18.6	15.7	101.2	15.5
Dhaka, Bangladesh Compound construction <sup>2</sup>	25.5	1.0	2.2	5.3	26.0	2.4
Moscow, Russia 10 staff quarters purchase <sup>2</sup>	15.1	3.1	0.1	0.6	15.1	0.2
Nairobi, Kenya Chancery construction <sup>3</sup>	24.1	8.7	1.1	0.2	25.3	0.3
Paris, France UNESCO Official Residence purchase <sup>2</sup>	3.8	0.0	0.0	0.0	3.8	3.6
Port-au-Prince, Haiti Chancery construction <sup>3</sup>	18.2	8.8	2.1	1.0	20.1	0.4
Rome, Italy Chancery purchase / renovation <sup>2</sup> / construction <sup>2</sup>	46.1	0.8	0.9	0.7	46.1	4.2
Seoul, Korea Chancery/7 staff quarters	51.7	0.9	3.9	11.0	51.7	4.7
Subtotal	297.9	38.7	31.7	42.9	306.6	40.1

**Explanatory Notes:**

This table represents major capital and lease projects in support of key departmental and governmental objectives and priorities. Projects include those requiring Treasury Board approval because their cost exceeds departmental delegated authorities. Project phases are shown as defined by the Treasury Board approval process:

1. project definition phase (preliminary project approval);
2. project implementation phase (effective project approval, lease project approval); and
3. project closeout (completed).

\* "Total authorities" represents the current approved Treasury Board authority for the entire project, from initiation to completion.

*Continued on next page*

Table 11: Details on Project Spending (\$ millions)

**Corporate Services Projects:**

These major property projects will provide safer, more secure and cost-effective office and residential accommodation that addresses a number of serious problems facing staff abroad:

- program growth and overcrowding – Ankara, Berlin, Nairobi;
- deterioration of existing owned assets, affecting health and safety – Rome;
- deterioration of existing leased accommodation – Ankara, Dhaka, Nairobi, Port-au Prince, Seoul.

These new facilities also support broader Canadian government strategic priorities through more effective and efficient delivery of government services abroad. For example, over 50 percent of this major capital investment is directed to G8 countries (Germany, Italy, Russia).

In several cases, there was a significant variance in actual spending compared to planned spending (as listed in the *Report on Plans and Priorities*) as a result of unexpected challenges. However, this mostly affected only schedules and cash flow for the year, not total costs or authorities. These cases are summarized below:

**Ankara:** Construction was completed in November 2004, under budget.

**Berlin:** The Embassy project experienced a delivery delay but stayed within its cost objective despite unexpected currency exchange rate losses against the euro. Completion and handover is planned for April 2005.

**Dhaka:** The Recreation Centre project will be completed in the summer of 2005. Construction of the Chancery and Official Residence commenced in October 2004 with completion forecast for early 2006.

**Moscow:** Purchase of staff quarters is on hold due to Russian government approval issues. Expenditure during the year was for fit-up of the two apartments already purchased.

**Nairobi:** The new chancery was successfully completed in June 2003 and was delivered under budget.

**Paris:** Purchase of the UNESCO Official Residence, leased by the department since 1987, was concluded in March 2005.

**Rome:** Fit-up work commenced in September 2004 with completion expected in early 2006.

**Port-au-Prince:** The project was substantially completed in December 2003 but due to civil unrest, the move did not take place until the end of May 2004. Total costs are under budget.

**Seoul:** Construction is progressing in three stages: substructure, base building and fit-up. The substructure construction contract was completed in January 2005. Award of the base building construction contract is planned for June 2005. The forecast completion date is early 2007.

The department has ensured that property resources are managed effectively and that the cashflows are managed within current levels of appropriations and revenues.

Management techniques included a constant process of internal reallocation against emerging and changing priorities, managed project delays (reducing short-term demand on resources), deferrals and a planned revenue flow from property disposals.

Table 12: Details on Transfer Payments Programs

**Name of Transfer Payment Program: World Trade Organization (WTO) (TB #831054)****Start Date:** January 1, 1995**End Date:** N / A**Total Funding:** N / A**Purpose of Transfer Payment Program:** To pay the assessed contribution for Canada's membership in the WTO.**Objective, expected result and outcome:** Membership in the World Trade Organization (WTO) helps Canada open world markets and contribute to a more stable, predictable and transparent trading environment.

**Achieved results of progress made:** Canada is actively engaged in negotiations. In 2004, negotiations produced a July Framework Agreement that outlined the state of the negotiations in the absence of a Ministerial text from the 5th Ministerial Conference in Cancun, Mexico. Many of Canada's ideas and proposals were subsequently adopted in the Framework Agreement including in the Agriculture Framework. Through a number of activities ranging from small group meetings and informal proposals, meetings with the Chairs of the negotiating groups, Senior Officials meetings and ongoing technical work, we were able to meet our goals of contributing to the July 2004 Framework. While this Framework was instrumental in moving negotiations forward, it is one step in a process toward reaching a successful outcome for the Doha negotiations.

Canada participated in all standing and ad hoc meetings of the WTO in 2004 - 2005. These included, inter alia, regular participation in General Council meetings (which deal with institutional and administrative issues that have a strong trade policy component); the Dispute Settlement Body; the Trade Policy Review Body; WTO Informal Ministerial Meetings; Senior Official Meetings; as well as numerous other councils, committees, working parties, and negotiating groups covering the wide range of WTO issues. Other international work by Canada, such as that in APEC and the Cairns Group, also supports our work at the WTO.

As Chair of the Trade Policy Review Body, Ambassador Don Stephenson assisted the Chair of the General Council, Ambassador Mohamed, in the selection process for the next Director-General of the WTO. This involved successive rounds of consultations with WTO Members in order to assess their preferences and the breadth of support for each candidate. In the end, WTO Members selected Pascal Lamy of France as the next Director-General of the WTO, and in the process avoided a North-South rift among the Membership which would have been detrimental to the Doha Development Agenda negotiations.

Canada monitored and participated in discussions pertaining to various new and ongoing trade-related technical assistance and capacity-building initiatives in the WTO and in other forums, and worked toward maximizing the benefits to developing countries (i.e. helping them participate in the WTO trade negotiations, implement their obligations and mainstream trade into their national development and poverty reduction plans) by further promoting and improving coherence and coordination between national and donor agencies as well as multilateral, regional and bilateral institutions.

Canada participated in WTO Trade Policy Reviews of 22 countries in 2004 - 2005, a peer review exercise designed to provide a collective appreciation and understanding of the full range of individual Members' trade policies and practices and their impact on the multilateral trading system. Canada submitted written questions on the trade policy and practices of the Members under review and actively participated in meetings.

Canada continued to be an active participant in WTO dispute settlement proceedings. Canada was a complainant in five disputes (U.S. - Continuing Dumping and Subsidy Offset Act of 2000 (Byrd), EC - Measures Affecting the Approval and Marketing of Biotech Products and three challenges to U.S. trade remedies actions against Canadian softwood lumber), a defendant in two (Canada - Measures Relating to Exports of Wheat and treatment of Imported Grain and Wheat and Canada - Continued Suspension of Obligations in the EC-Hormones Dispute). Of the five of these cases that were decided in the period in question (those other than Biotech and Hormones) Canada achieved notable successes in all of them. Canada was also active as a third party in a number of important disputes, including U.S. - Cross-Border Supply of Gambling and Betting Services, EC - Export Subsidies on Sugar and U.S. - Subsidies on Upland Cotton.

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Canada contributed to the whole-of-government undertaking to amend the Patent Act, which saw Canada become the first country to implement the historic WTO Agreement on Access to Medicines.

	2002 - 2003	2003 - 2004	2004 - 2005			
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variance(s) between Planned and Actual Spending (\$)
Business Line:						
International Security and Cooperation	6,677,997.0	6,581,761.0	6,094,000.0	6,894,000.0	6,797,404.0	(703,404.0)
Total TPP	6,677,997.0	6,581,761.0	6,094,000.0	6,894,000.0	6,797,404.0	(703,404.0)

**Comments on Variances:** The difference between Canada's planned spending and actual spending over 2004 - 2005 can be attributed to two main factors:

1. The increase in the WTO budget, which is partially offset by a reduction in Canada's assessed share and currency fluctuations between Swiss francs (CHF) and Canadian dollars. The WTO total budget, of which members pay a share, has increased as a result of a number of pressures on the Organization's operations. These include ongoing and more frequent meetings in Geneva following the July 31, 2004 General Council agreement on frameworks for agriculture and non-agricultural market access negotiations, a decision to launch negotiations on trade facilitation, continuing services negotiations, and continued work in other negotiating areas. Increases to the budget are also due to statutory adjustments (largely for salaries and related staff costs) as well as the implementation of a program to strengthen security.

2. Contributions are determined according to each member's share of international trade, based on trade in goods, services, and intellectual property rights for the last three years for which data are available. Members' shares change over time, and are also affected by the entry of new members. Therefore, despite the increase, Canada's contribution in 2004 - 2005 was partially offset by a reduction in Canada's assessed share\*. Currency fluctuations also play an important role in the variance between planned and actual spending. Contributions are paid to the WTO in Swiss francs (CHF), and as such the cost in Canadian dollars fluctuates according to the exchange rate. When looking at the planned versus actual spending for 2004 - 2005 in CHF, the actual variance is only 2.45 percent (compared to 11.5 percent in Canadian dollars).

**Significant Evaluation Findings and URL to last evaluation:** N / A

**Note:**

\* Canada's assessed share decreased between the time the estimates were initially prepared (3.95 percent) versus when the final Budget was approved (3.92 percent).

**Name of Transfer Payment Program:** Organization for Economic Cooperation and Development (OECD)

**Start Date:** March 20, 1975

**End Date:** N / A

**Total Funding:** N / A

**Purpose of Transfer Payment Program:** To pay the assessed contribution required of Canada for its participation as a member of the OECD. The contribution pays for the Secretariat (professionals and support staff who provide high-quality research and analysis) and maintenance of the headquarters located in Paris.

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**Objectives:** To coordinate, integrate and lead whole-of-government involvement in the OECD which reflects and enhances domestic priorities.

To promote and develop Canadian foreign policy objectives (economic stability, governance), as well as a wide variety of OGD policy objectives (e.g. trade policy, development policy) in the OECD's work program of research, analysis, policy development, peer review, and cooperation with non-members.

To support and participate in OECD work on management of the institution. Reform and strengthen the OECD as necessary to cope with new issues and power dynamics.

**Expected results / outcomes:** OECD work programs and policy positions that reflect input from across government and support domestic priorities; continued sound management of the OECD; institutional reforms to improve the OECD's ability to cope with new issues and power dynamics.

**Achieved results or progress made:** Consultations across government informed the program of work and budget discussions and ensured important work for Canada on Fisheries, Sustainable Development, and Taxation was not cut. Canada provided an auditor to the Board of Auditors in an ongoing effort at sound management. Achieved agreement to undertake discussion on governance reform of the OECD over 2005 - 2006. Strategy for enhanced outreach with non-members was developed and Canada undertook Chair of committee which oversees follow-up.

	2002 - 2003	2003 - 2004	2004 - 2005			
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variance(s) between Planned and Actual Spending (\$)
<b>Business Line:</b>						
International Security and Cooperation	9,748,240.0	10,508,000.0	10,549,000.0	10,703,550.0	10,703,550.0	(154,550.0)
Total TPP	9,748,240.0	10,508,000.0	10,549,000.0	10,703,550.0	10,703,550.0	(154,550.0)

**Comments on Variances:** Estimates for planning purposes are provided before final budget is agreed at OECD, so there is always some variance. Funds to OECD are provided in euros - therefore changes in exchange rate between the euro and Canadian dollar also impact the variance.

**Significant Evaluation Findings and URL to last evaluation:** N / A

**Name of Transfer Payment Program:** Commonwealth Secretariat (TB #646044)

**Start Date:** September 28, 1965

**End Date:** N / A

**Total Funding:** N / A

**Purpose of Transfer Payment Program:** Canada's assessed contribution to the regular budget of the Commonwealth is a legally binding obligation of membership. The purpose of Canada's membership is to further Canada's foreign policy goals related to international peace, security and development and, to this end, to enhance its relationships with the 53 Commonwealth member countries.

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**Objectives:** Assessed contributions are used to finance the organization programs toward attainment of the Commonwealth's objectives, as set out by Heads of Government in Communiqués and Declarations resulting from their biennial Heads of Government Meetings (CHOGMs).

The principal objectives are building, promoting and protecting democracy and encouraging international cooperation related to economic, social and political development.

**Expected results / outcomes:** Much of the regular budget is directed to supporting and implementing the decisions of CHOGMs and a large web of regular meetings of Commonwealth sectoral Ministers including, for example, the Commonwealth Ministerial Action Group and Ministers of Foreign Affairs, Finance, Health, Education.

Results include diplomatic interventions in the form of both good offices and public pressure by the Secretariat and / or coordinated action by Commonwealth Ministers to support democratic institutions and procedures; programs to build capacity in democratic and human rights procedures; and enhanced cooperation among Commonwealth countries related to economic, social and political development.

For further information see <http://www.the commonwealth.org>.

**Achieved results or progress made:** The Secretariat managed substantively and organizationally seven Ministerial-level meetings, organized three election observation missions, worked to protect democracy and prevent conflict through "good offices" in five countries, assisted in drafting laws and regulations to strengthen democratic processes, the rule of law and human rights in a number of countries, and provided technical assistance in a variety of sectors to developing country members.

	2002 - 2003	2003 - 2004	2004 - 2005			Variance(s) between Planned and Actual Spending (\$)
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	
<b>Business Line:</b>						
International Security and Cooperation	5,318,788.0	5,285,977.0	5,125,000.0	5,553,566.0	5,538,231.0	(413,231.0)
Total TPP	5,318,788.0	5,285,977.0	5,125,000.0	5,553,566.0	5,538,231.0	(413,231.0)

**Comments on Variances:** The variances are due to currency fluctuations.

**Significant Evaluation Findings and URL to last evaluation:** The Commonwealth Secretariat is audited by the U.K. Government auditors - no significant problems have been identified <http://www.the commonwealth.org>.

**Name of Transfer Payment Program:** Food and Agriculture Organization (FAO) (TB #783317)

**Start Date:** July 1982

**End Date:** N / A

**Total Funding:** N / A

**Purpose of Transfer Payment Program:** Canada's annual assessed contribution to the Food and Agriculture Organization (FAO) is a legally binding obligation of membership. The purpose of membership is to further the Government of Canada's foreign policy goals related to agricultural development and provide it with a voice in the international community.

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**Objectives:** Achieving food security for all is at the heart of FAO's efforts - to make sure people have regular access to enough high-quality food to lead active, healthy lives. FAO's mandate is to raise levels of nutrition, improve agricultural productivity, better the lives of rural populations and contribute to the growth of the world economy.

FAO's objectives, as set out in its Constitution, are:

- to promote the common welfare by furthering action for the purpose of raising levels of nutrition and standards of living of the peoples within Member Nations;
- to secure improvements in the efficiency of the production and distribution of all food and agricultural products, including fisheries, marine products, and forestry products; and
- to better the condition of rural populations, thus contributing toward an expanding world economy and ensuring humanity's freedom from hunger.

For further information see <http://www.fao.org>.

**Achieved results or progress made:** Canada's membership helped to advance the Government of Canada's foreign policy goals related to agricultural development and provided it with a voice in the international community.

	2002 - 2003	2003 - 2004	2004 - 2005			Variance(s) between Planned and Actual Spending (\$)
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	
<b>Business Line:</b>						
International Security and Cooperation	12,969,069.0	13,068,321.0	15,573,000.0	12,913,400.0	12,389,820.0	3,183,180.0
Total TPP	12,969,069.0	13,068,321.0	15,573,000.0	12,913,400.0	12,389,820.0	3,183,180.0

**Comments on Variances:** Scale of assessment lower following scale negotiations; also Canadian dollar strengthened.

**Significant Evaluation Findings and URL to last evaluation:** N / A

**Name of Transfer Payment Program:** International Atomic Energy Agency (IAEA)

**Start Date:** December 19, 1989

**End Date:** N / A

**Total Funding:** N / A

**Purpose of Transfer Payment Program:** Canada's assessed contribution for 2005 for the International Atomic Energy Agency (IAEA) is a legally binding obligation of membership. Canada will be chairing the Board of Governors, the key inter-sessional decision-making body, through October 2005.

**Objectives:** To ensure membership is in good standing and to maintain influence and credibility in a key international body, the aims of which Canada supports.

The IAEA is the world's centre for nuclear cooperation and works for the safe, secure and peaceful use of nuclear technology. Canada has significant interests at the IAEA based on our belief in the importance of the Agency's role in advancing the goals of nuclear non-proliferation, safety and security, our advanced and extensive nuclear and isotope production industry and our important uranium sector.

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**Achieved results or progress made:** Continued membership in good standing, influence and credibility in a key international body, the mandate and activities of which are in Canada's interests.

	2002 - 2003	2003 - 2004	2004 - 2005			
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variance(s) between Planned and Actual Spending (\$)
<b>Business Line:</b>						
International Security and Cooperation	9,279,537.0	9,115,454.0	10,055,000.0	11,303,736.0	11,298,738.0	(1,243,738.0)
<b>Total TPP</b>	<b>9,279,537.0</b>	<b>9,115,454.0</b>	<b>10,055,000.0</b>	<b>11,303,736.0</b>	<b>11,298,738.0</b>	<b>(1,243,738.0)</b>

**Comments on Variances:** The difference of \$1,243,738 between planned and actual spending for 2004 - 2005 is explained by an unforeseen increase of more than 11 percent in Canada's base rate (the percentage of the budget of UN agencies and related organizations that Canada is expected to pay) from 2004 to 2005. Canada's base rate rose from 2.433 percent to 2.714 percent as a result of our stronger than expected economic growth. Scale of assessment lower following scale negotiations; also Canadian dollar strengthened.

**Significant Evaluation Findings and URL to last evaluation:** N / A

**Name of Transfer Payment Program:** International Labour Organization (ILO) (TB #812690)

**Start Date:** January 1, 1989

**End Date:** N / A

**Total Funding:** N / A

**Purpose of Transfer Payment Program:** Canada's annual assessed contribution to the International Labour Organization (ILO), a UN specialized agency, is a legally binding obligation of membership. The purpose of membership is to further the Government of Canada's foreign policy goals related to international labour and social policy issues and provide it with a voice in the international community.

**Objective, expected result and outcomes:** Four strategic objectives guide the ILO program and budget:

- (i) to promote and realize standards and fundamental principles and rights at work;
- (ii) to create greater opportunities for women and men to secure decent employment and income;
- (iii) to enhance the coverage and effectiveness of social protection for all; and
- (iv) to strengthen tripartism and social dialogue.

**Expected results and outcomes:**

- development and effective supervision of international labour standards and realization of fundamental principles and rights at work;
- targeted action against child labour, giving priority to the urgent elimination of its worst forms;
- contributions to poverty reduction through promotion of coherent economic and social policies that support employment creation;
- assistance to constituents in the development of skills and employability policies and programs for decent work;

*Continued on next page*

- better instruments and tools for policy analysis and formulation that support good governance and the extension of social protections to vulnerable workers;
- strengthened social dialogue on labour and social policy issues at national and international levels; and
- improved organizational effectiveness, transparency and accountability.

For further information see <http://www.ilo.org>.

**Achieved results or progress made:** Results and outcomes achieved.

	2002 - 2003	2003 - 2004	2004 - 2005			Variance(s) between Planned and Actual Spending (\$)
	Actual Spending	Actual Spending	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	
<b>Business Line:</b>						
International Security and Cooperation	9,287,418.0	9,236,480.0	10,192,000.0	10,632,807.0	10,632,807.0	(440,807.0)
Total TPP	9,287,418.0	9,236,480.0	10,192,000.0	10,632,807.0	10,632,807.0	(440,807.0)

**Comments on Variances:** Scale of assessment increased following scale negotiations.

**Significant Evaluation Findings and URL to last evaluation:** N / A

**Name of Transfer Payment Program:** North Atlantic Treaty Organization - Civil Administration (TB #807627)

**Start Date:** January 1, 1989

**End Date:** N / A

**Total Funding:** N / A

**Purpose of Transfer Payment Program:** Canada's annual assessed contribution to the North Atlantic Treaty Organization (NATO) is a legally binding obligation of membership based on the 1949 Washington and North Atlantic Treaties. Canada's contribution furthers its foreign policy goals by funding the administrative budget of NATO, an international organization vital to Canadian defence and security interests.

**Objective, expected result and outcomes:** NATO was designed to promote the stability of the North Atlantic area and to safeguard the freedom and security of its people by political and military means, based on the principles of democracy, individual liberty and international law. The NATO civil budget, structured along "output based" lines in response to objectives set annually by the North Atlantic Council, covers the activities of the NATO Secretary General, the NATO headquarters and the NATO international staff. The NATO civil administration supports the process of consensus building and decision making among

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international staff, Alliance members, and manages NATO's relations with its partners. The NATO civil budget also supports the work of various NATO agencies with specialized responsibilities. An effective and efficient NATO civil administration assists Alliance members in promoting security and stability in the North Atlantic area and in responding effectively to current security challenges. The NATO accounts are subject to an annual audit by the International Board of Auditors for NATO.

**Achieved results or progress made:** During FY 2004 - 2005, the NATO civil administration supported the process of political consultations, consensus building and decision making among Alliance members and managed NATO's relations with its partners. To complement the ongoing process of military transformation of the Alliance, the Secretary General launched an internal reform process to review the organization structure, financial practices and administrative procedures. Proposals are to be presented to Allies in December 2005. Canada is fully supportive of and actively engaged in this process.

	2002 - 2003	2003 - 2004	2004 - 2005			
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variance(s) between Planned and Actual Spending (\$)
<b>Business Line:</b>						
International Security and Cooperation	14,157,978.0	16,065,685.0	17,706,000.0	17,842,267.0	17,047,650.0	658,350.0
Total TPP	9,287,418.0	16,065,685.0	17,706,000.0	17,842,267.0	17,047,650.0	658,350.0

**Comments on Variances:** Estimates for planning purposes are provided before the final budget is agreed at NATO. Exchange rate fluctuations between Canadian dollars and euros also impact variance.

**Significant Evaluation Findings and URL to last evaluation:** The reports of the International Board of Auditors for NATO are not available for public release. The IBAN Annual Report for 2004 was released in April 2005. In recent years, despite noting some problems related to the late preparation of financial statements and the lack of audit trails for certain classes of transactions, IBAN reports concluded that significant progress was being made to overcome shortcomings and provided a positive general assessment.

**Name of Transfer Payment Program:** UN Educational, Scientific and Cultural Organization (UNESCO) (TB #809653)

**Start Date:** January 1, 1988

**End Date:** N / A

**Total Funding:** N / A

**Purpose of Transfer Payment Program:** Canada's annual assessed contribution to the United Nations Educational Scientific and Cultural Organization (UNESCO) is a legally binding obligation of membership. The purpose of membership is to further the Government of Canada's foreign policy goals related to culture, science and education and provide it with a voice in the international community.

**Objective:** UNESCO's objective, as set out in its Constitution, is to contribute to peace and security by promoting collaboration among nations through education, science and culture.

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**Expected results and outcomes:**

- universal primary education in all countries by 2015;
- gender disparities in primary and secondary education eliminated or greatly reduced in most Member States;
- preparation, launch and implementation of a 10-year UN Literacy Decade and Plan of action in order to reach the target of achieving a 50 percent improvement in levels of adult literacy by 2015;
- comprehensive and broad-based HIV / AIDS education and prevention campaigns conducted, particularly among the 15-24 age group in Africa and South Asia;
- impact of HIV/AIDS pandemic on educational capacities assessed;
- a Convention on the Diversity of Cultural Contents and Artistic Expression, a Convention Against Doping in Sport;
- a Declaration on Bioethics;
- broadening of public debate on intellectual property and the fair use of works for educational, scientific and cultural purposes; and
- enhanced knowledge to assist in earthquake risk reduction through reinforcement of regional and worldwide exchange of seismic data.

For further information see <http://www.unesco.org>.

**Achieved results or progress made:** Expected results achieved.

	2002 - 2003		2003 - 2004		2004 - 2005		
	Actual Spending (\$)		Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variance(s) between Planned and Actual Spending (\$)
<b>Business Line:</b>							
International Security and Cooperation	13,494,834.0		11,592,124.0	12,096,000.0	12,096,000.0	11,312,346.0	783,654.0
<b>Total TPP</b>	13,494,834.0		11,592,124.0	12,096,000.0	12,096,000.0	11,312,346.0	783,654.0

**Comments on Variances:** Canadian dollar strengthened since estimates, and scale of assessment was lower following scale negotiations.

**Significant Evaluation Findings and URL to last evaluation:** N / A

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**Name of Transfer Payment Program:** Organization of American States (OAS) (TB #814057)

**Start Date:** May 31, 1990

**End Date:** N / A

**Total Funding:** N / A

**Purpose of Transfer Payment Program:** To pay Canada's annual quota assessment to the Organization of American States (OAS), a Charter obligation of membership.

**Objective:** To strengthen the OAS as the key political forum through which Canada promotes its hemispheric interests.

**Expected results and outcomes:**

- to advance and promote good governance, strengthening democracy and reducing corruption;
- to promote human rights and human security in the hemisphere;
- to increase the effectiveness of Canada's contribution to sustainable development and technical cooperation through the OAS;
- to increase the influence of Canada in the hemisphere;
- to promote Canadian values and interests; and
- to develop an effective engagement with Canadians on hemispheric issues.

**Achieved results or progress made:**

- Canada was successful in strengthening the key role of the OAS in countries where democracy is at risk. In Haiti, the OAS plays an important role in the electoral process in the lead-up to general elections in the fall of 2005 and in strengthening respect for human rights and the justice system.
- An OAS observation mission visited Ecuador in the days following the resignation of its President. In Nicaragua, currently undergoing a serious political crisis, the OAS sent a mission to lend support for the establishment of a national dialogue process.
- Canada was able to promote its interest, values and influence in the OAS: A new Secretary General of the OAS, Mr. Jose Miguel Insulza, from Chile, shares Canada's values and objectives; Canada played a key role in the negotiation and the adoption of the Florida Declaration in June 2005 reinforcing the role of the OAS in the promotion of democracy; Canada was successful at reinforcing the important role of the OAS as a key Partner Institution of the Summit of the Americas process, through our support for the OAS Summits Secretariat, a key objective to increase our influence in the region. Canada also continued - with success - to increase civil society participation in the OAS / Summit of the Americas context.
- Canada's influence within the OAS was further enhanced with the nomination of Canadian Brian Stevenson as Director of the Executive Secretariat for Integral Development (the number three position at the OAS), and with the nomination of a Canadian as head of the Office for the Promotion of Democracy, a key position in the context of the Haiti elections. Canadians have also been elected to different OAS bodies / commissions: George Thomson re-elected as member of the Center for Justice Studies in the Americas, and currently serving as its Chair; Beth Pieterston of Health Canada as Chair of the CICAD Demand Reduction Expert Group, and Florence Levers of Status of Women as member of the Inter-American Commission on Women. Canada has been chosen to host the next meeting of the CICAD Multilateral Evaluation Mechanism Review Group in the fall / winter of 2005.

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## Supplementary Information

	2002 - 2003	2003 - 2004	2004 - 2005			
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variance(s) between Planned and Actual Spending (\$)
<b>Business Line:</b>						
International Security and Cooperation	14,171,269.0	12,793,754.0	12,822,000.0	12,822,000.0	11,951,782.0	870,218.0
<b>Total TPP</b>	14,171,269.0	12,793,754.0	12,822,000.0	12,822,000.0	11,951,782.0	870,218.0

**Comments on Variances:** Canada's assessed contribution is established in U.S. currency (i.e. US \$9,227,100.25 in 2005). The exact amount paid in Canadian dollars depends on the exchange rate at time of payment. Canada also benefited from a reduction on its assessed contribution for prompt payment (to US \$9,019.490 in 2005), an incentive scheme to urge members of the OAS to pay on time.

**Significant Evaluation Findings and URL to last evaluation:** N / A

**Name of Transfer Payment Program:** Organization for Security and Cooperation in Europe (OSCE) (TB #820933)

**Start Date:** January 1, 1993

**End Date:** N / A

**Total Funding:** N / A

**Purpose of Transfer Payment Program:** Canada's annual assessed contribution to the Organization for Security and Cooperation in Europe (OSCE) is an obligation arising out of Canada's commitments as one of the 55 participating States of the Organization. Canada's contribution furthers its foreign policy goals by funding programs implemented by the OSCE's institutions and field operations in priority foreign policy areas for Canada related to regional and international security.

**Objective, expected result and outcomes:** The OSCE is a focused regional forum with a comprehensive and cooperative approach to security. Canada's contribution to the Organization's unified budget covers the costs associated with the implementation of the Organization's work programs and activities in three dimensions: political and military aspects of security; economic and environmental cooperation; and cooperation in humanitarian and other fields. This integrated approach allows the OSCE to make a significant contribution to furthering European security and transatlantic cooperation through non-coercive measures.

Canada's contribution also supports stronger partnership with Canadians in developing and implementing Canada's international security policy, through the involvement of members of Parliament in the work of the OSCE Parliamentary Assembly, the deployment of Canadians to OSCE field operations and the contribution of Canadian experts to the Organization. The OSCE unified budget, based on a programmatic approach, is approved by the OSCE Permanent Council on a yearly basis.

The OSCE accounts are subject to an annual report by external auditors as well as an internal oversight annual report, which are made available to participating States.

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**Achieved results or progress made:** During 2004 - 2005, the OSCE - through its integrated approach to security - made a significant contribution to furthering European security and transatlantic cooperation through the implementation of programs and activities in priority areas for Canada such as the fight against terrorism and trafficking, good governance and respect for human rights, election monitoring and the promotion of tolerance and non-discrimination. OSCE financial practices and administrative procedures are kept under constant review by the Advisory Committee on Management and Finance, where Canada plays a leading role.

	2002 - 2003	2003 - 2004	2004 - 2005			
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variance(s) between Planned and Actual Spending (\$)
<b>Business Line:</b>						
International Security and Cooperation	13,161,787.0	21,059,363.0	17,631,000.0	13,063,000.0	6,396,176.0	11,234,824.0
Total TPP	13,161,787.0	21,059,363.0	17,631,000.0	13,063,000.0	6,396,176.0	11,234,824.0

**Comments on Variances:** Estimates for planning purposes are provided before the final budget is agreed at the OSCE. Exchange rate fluctuations between Canadian dollars and euros also impact variance. The significant difference between Total Authorities and Actual Spending for 2004 - 2005 is due to the fact that the first instalment of the Canadian assessed contribution to the OSCE for 2005 was not transferred during 2004 - 2005 because the 2005 OSCE budget was approved only in May of this year. This first instalment has been transferred at the beginning of 2005 - 2006 and will lead to a corresponding increase in the planned spending for this fiscal year.

**Significant Evaluation Findings and URL to last evaluation:** The reports of the Report of the External Auditor and the OSCE Financial Statements are not available for public release. The Report of the External Auditor for 2004 was released on June 21, 2005. For the fifth year in a row, the OSCE has received an unqualified audit opinion on its financial statements from its External Auditor.

**Name of Transfer Payment Program:** World Health Organization (WHO) (TB #784857)

**Start Date:** January 1, 1990

**End Date:** N / A

**Total Funding:** N / A

**Purpose of Transfer Payment Program:** Canada's annual assessed contribution to the World Health Organization (WHO) is a legally binding obligation of membership. The purpose of membership is to further the Government of Canada's foreign policy goals related to health and provide it with a voice in the international community.

**Objective:** WHO's objective, as set out in its Constitution, is the attainment by all peoples of the highest possible level of health.

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**Expected results and outcomes:**

- to enhance global health security (maintaining a comprehensive outbreak alert and response mechanism; supported by new international health regulations; responding rapidly and effectively in crisis situations);
- to accelerate progress toward achieving the Millennium Development Goals (reducing maternal mortality, improving child survival, addressing the global pandemics of HIV / AIDS, tuberculosis and malaria, promoting healthy environments, increasing access to essential medicines);
- to promote equity in health (strengthening health systems to reach the poor and disadvantaged); and
- to ensure accountability, by improving organizational effectiveness, transparency and accountability.

**Achieved results or progress made:** Expected results and outcomes achieved.

	2002 - 2003		2003 - 2004		2004 - 2005		Variance(s) between Planned and Actual Spending (\$)
	Actual Spending (\$)		Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	
<b>Business Line:</b>							
International Security and Cooperation	16,047,455.0		12,804,064.0	16,513,000.0	16,513,000.0	14,883,072.0	1,629,928.0
Total TPP	16,047,455.0		12,804,064.0	16,513,000.0	16,513,000.0	14,883,072.0	1,629,928.0

**Comments on Variances:** Canadian dollar strengthened.

**Significant Evaluation Findings and URL to last evaluation:** N / A

**Name of Transfer Payment Program:** Agency for Intergovernmental Francophonie (AIF) (TB #709620)

**Start Date:** March 9, 1972

**End Date:** N / A

**Total Funding:** N / A

**Purpose of Transfer Payment Program:** This fund constitutes the statutory contribution, a function of the Agency for Intergovernmental Francophonie.

**Objective, expected results and outcomes:** As a member of the AIF, Canada is required to contribute to the operational fees of the organization.

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**Achieved results or progress made:** This represents our statutory contribution to the International Organization of La Francophonie. Canada is the second most important sponsor of funds to this organization, the international presence of which is continually growing due in large part to Canada's involvement as well as our activism in institutions.

	2002 - 2003	2003 - 2004	2004 - 2005			
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variance(s) between Planned and Actual Spending (\$)
<b>Business Line:</b>						
International Security and Cooperation	8,809,360.0	12,052,507.0	11,776,000.0	12,438,801.0	12,438,801.0	(662,801.0)
Total TPP	8,809,360.0	12,052,507.0	11,776,000.0	12,438,801.0	12,438,801.0	(662,801.0)

**Comments on Variances:** Variance of 8 percent is due to currency fluctuation of the euro.

**Significant Evaluation Findings and URL to last evaluation:** The financial statements for the AIF represent the financial situation as at the end of fiscal year 2003 - 2004.

**Name of Transfer Payment Program:** United Nations Organization (TB #769691)

**Start Date:** March 27, 1980

**End Date:** N / A

**Total Funding:** N / A

**Purpose of Transfer Payment Program:** Canada's assessed contribution to the regular budget of the United Nations is a legally binding obligation of membership. The purpose of membership is to further the Government of Canada's foreign policy goals related to international peace, security and development and provide it with a voice in the international community. Assessed contributions are used to finance the organization programs toward attainment of the UN's objectives, as set out in its Charter.

**Objectives:**

- to maintain international peace and security;
- to develop friendly relations among nations;
- to achieve international cooperation in solving international problems; and
- to be a centre for harmonizing the actions of states in the attainment of these common ends.

**Expected results and outcomes:** Maintenance of international peace and security; the promotion of sustained economic growth and sustainable development in accordance with the Millennium Development Goals. In particular, progress in the development of Africa; the promotion of human rights; effective coordination of humanitarian assistance efforts; promotion of justice and international law; progress toward disarmament; and international cooperation for drug control, crime prevention and combatting international terrorism in all its forms and manifestations.

For further information see <http://www.un.org>.

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## Supplementary Information

**Achieved results or progress made:** Expected results achieved.

	2002 - 2003		2003 - 2004		2004 - 2005		
	Actual Spending (\$)		Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variance(s) between Planned and Actual Spending (\$)
<b>Business Line:</b>							
International Security and Cooperation	62,541,896.0		62,804,292.0	75,230,000.0	72,146,894.0	71,173,313.0	4,056,687.0
Total TPP	62,541,896.0		12,052,507.0	75,230,000.0	72,146,894.0	71,173,313.0	4,056,687.0

**Comments on Variances:** No contribution made to the UN Capital Master Plan in 2004 - 2005. Canadian dollar strengthened.

**Significant Evaluation Findings and URL to last evaluation:** N / A

**Name of Transfer Payment Program:** UN Peacekeeping (TB #828489)

**Start Date:** October 5, 2000

**End Date:** N / A

**Total Funding:** N / A

**Purpose of Transfer Payment Program:** Canada's assessed contribution to UN peacekeeping operations is a legally binding obligation of membership.

**Objectives:** To support the peace process and stabilization of the security situation, and to bridge the gap between security and longer-term peacebuilding in affected countries through the timely establishment and maintenance of complex multidisciplinary UN peacekeeping missions.

**Expected results:** To increase the levels of security, basic services and levels of governance provided in affected areas that will promote the prospects for peace to advance as well as enable reconstruction and development activities.

**Outcomes:** To enhance peace and security for the countries and regions concerned.

For further information see <http://www.un.org/Depts/dpko>.

**Achieved results or progress made:** Contributed toward: increasing the levels of security, basic services and levels of governance provided in affected areas that will promote the prospects for peace as well as enabling reconstruction and development activities.

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	2002 - 2003	2003 - 2004	2004 - 2005		Variance(s) between Planned and Actual Spending (\$)
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Total Authorities (\$)
<b>Business Line:</b>					
International Security and Cooperation	77,125,230.0	77,774,318.0	110,622,000.0	208,854,650.0	126,713,199.0 (16,091,199.0)
Total TPP	77,125,230.0	77,774,318.0	110,622,000.0	208,854,650.0	126,713,199.0 (16,091,199.0)

**Comments on Variances:** Volatile nature of peacekeeping operations.

**Significant Evaluation Findings and URL to last evaluation:** N / A

**Name of Transfer Payment Program:** Youth International Internship Program (TB #830375)

**Start Date:** February 20, 2003

**End Date:** March 31, 2008

**Total Funding:** \$47,127,246

**Purpose of Transfer Payment Program:** Through the creation of internationally focused work experiences, the program builds a contingent of young Canadians who promote and participate in the development and implementation of Canadian foreign policy. The program also aims to develop electronic assessment / screening / information tools that young Canadians can use to determine which area of international affairs they are interested in, assess their capacity and provide information on the programs that meet their needs / interest. This program provides a safety and security review function for all Youth Employment Strategy (YES) work experience activities taking place outside of Canada.

**Objectives:** To reduce risks associated with overseas work experiences faced by Canadian youth on YES programs, that would result in a consular case (such as personal or physical problems).

**Results:**

- enhanced youth employability skills gained from work experience;
- increased number of Canadians working in international and multilateral organizations and companies;
- increased foreign policy dialogue in Canada as participants return to work for organizations / companies in Canada and bring their overseas experience to bear; and
- mitigated risk to YES participants on work experiences overseas by verifying proposed overseas organization.

**Immediate Outcomes:**

- increased level of knowledge of international employment-related issues facing youth;
- increased policy dialogue among stakeholders;
- increased access to and awareness of international labour market and employment-related information, and opportunities;
- increased access to and awareness of YES programs;
- increased ability to develop appropriate skills development action plans for participating youth;
- increased awareness of international affairs and business opportunities for youth;
- increased ability of youth to make informed decisions about appropriate international programs that meet their international career planning needs; and
- youth access to employment-related services and tools.

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## Supplementary Information

### Ultimate Outcomes:

- increased ability to compete successfully in globalized economy;
- overall reduced barriers to employment for young Canadians;
- increased appreciation for Canadian values; and
- increased number of youth participating in foreign policy dialogue in Canada.

**Achieved results or progress made:** Over 400 participants each year have successfully received career-related international work experience without serious consular incidents, within the funds provided, and to the satisfaction of all stakeholders.

	2002 - 2003	2003 - 2004	2004 - 2005			
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variance(s) between Planned and Actual Spending (\$)
<b>Business Line:</b>						
International Security and Cooperation	6,656,916.0	6,060,000.0	5,854,700.0	6,465,300.0	6,465,234.0	(610,534.0)
Total TPP	6,656,916.0	6,060,000.0	5,854,700.0	6,465,300.0	6,465,234.0	(610,534.0)

**Comments on Variances:** Variance due to additional funding received from HRSDC for the government-wide Youth Employment Strategy.

**Significant Evaluation Findings and URL to last evaluation:** An evaluation is planned for 2005-2006.

**Name of Transfer Payment Program:** Canadian Landmine Fund Contributions (TB #830687)

**Start Date:** June 19, 2003

**End Date:** March 31, 2008

**Total Funding:** \$26,070,425

**Purpose of Transfer Payment Program:** To implement the Ottawa Convention (e.g. mine clearance, victim assistance, stockpile destruction).

### Objectives:

- to mainstream mine action into broader development and foreign policy strategies, advancing peace, security and development in regions affected by landmines and explosive remnants of war;
- to ensure mine action funding promotes domestic and foreign policy priorities; and
- to fulfill Canada's commitment to the Nairobi Action Plan.

### Outcomes:

- leveraging of increased mine action resources;
- further universalization of the Ottawa Convention and continued success in meeting all of its deadlines; progress on the Convention on Conventional Weapons (CCW) by increased ratifications;
- further steps to address anti-vehicle mines and cluster munitions; and
- Canadian ratification of Protocol V; specific Canadian contributions to mine action in high-priority areas in order to fulfill the Nairobi Action Plan.

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**Achieved results or progress made:** Support for the five pillars of Mine Action: universalization, mine clearance, victim assistance, stockpile destruction, mine risk education. In particular, further universalization of the Ottawa Convention (ratification by Ethiopia, accession by Papua New Guinea and Estonia); mine action funding to promote Canada's domestic and foreign policy priorities (core funding to Mines Action Canada); stockpile destruction projects (Colombia, feasibility study in Serbia and Montenegro); advocacy program (Bangladesh); victim assistance project (Cambodia), mine clearance (Suriname, Tunisia); mine risk education projects (Afghanistan, Chechnya).

	2002 - 2003	2003 - 2004	2004 - 2005			Variance(s) between Planned and Actual Spending (\$)
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	
<b>Business Line:</b>						
International Security and Cooperation	5,015,552.0	4,031,508.0	5,932,000.0	2,731,550.0	2,730,201.0	3,201,799.0
<b>Total TPP</b>	<b>5,015,552.0</b>	<b>4,031,508.0</b>	<b>5,932,000.0</b>	<b>2,731,550.0</b>	<b>2,730,201.0</b>	<b>3,201,799.0</b>

**Comments on Variances:** Money was transferred from Canadian Landmine Fund contribution to Grants in support of activities related to mine action and explosive remnants of war. There was a transfer of \$300,000 from Operating (Vote 1) to the Landmine Grant (Vote 10). Between the Grant and Contribution there is less than a 5 percent variance.

**Significant Evaluation Findings and URL to last evaluation:** N / A

**Name of Transfer Payment Program:** Projects and development activities resulting from Francophone summits (TB #829174)

**Start Date:** June 1, 2001      **End Date:** March 31, 2005      **Total Funding:** N / A

**Purpose of Transfer Payment Program:** Action plan and political presence should enable financing of projects for the International Agency of La Francophonie ratified by heads of state during Summits.

**Objectives:** To enhance Canada's presence on the international francophone scene according to our foreign policy.

**Achieved results or progress made:** Purpose of program achieved.

	2002 - 2003	2003 - 2004	2004 - 2005			Variance(s) between Planned and Actual Spending (\$)
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	
<b>Business Line:</b>						
International Security and Cooperation	7,563,932.0	7,500,000.0	8,140,000.0	7,500,000.0	7,500,000.0	640,000.0
<b>Total TPP</b>	<b>7,563,932.0</b>	<b>7,500,000.0</b>	<b>8,140,000.0</b>	<b>7,500,000.0</b>	<b>7,500,000.0</b>	<b>640,000.0</b>

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**Comments on Variances:** Variance due to exchange fluctuations between Canadian dollars and euros.

**Significant Evaluation Findings and URL to last evaluation:** N / A

**Name of Transfer Payment Program:** Peacebuilding and Human Security Program

**Start Date:** April 15, 1999

**End Date:** March 31, 2005

**Total Funding:** \$37,029,027

**Purpose of Transfer Payment Program:** The \$10 million Human Security Program (HSP) was created to provide funding support for projects which would directly advance Canadian foreign policy priorities under the human security agenda. This agenda specifically addresses the protection of civilians, conflict prevention, peace support operations, governance and accountability and public safe-

**Objective:** The main objective of the program is to serve as a crucial vehicle in the advancement of Canada's foreign and security policy. It was created to deliver high-profile diplomatic successes, strengthen Canada's international credibility and concretely address threats facing civilians by targeting the prevention and mitigation of the effects of civil war, state repression, terrorism and violent crime.

**Expected Results / Outcomes:** The human security agenda / HSP has been the framework for a series of flagship Canadian initiatives including the banning of landmines through the Ottawa Convention, an international agreement to prohibit the recruitment and deployment of child soldiers, the Kimberley Process designed to halt the sale of diamonds fuelling armed conflicts in Africa, the creation of the International Criminal Court to prosecute those who commit genocide and crimes against humanity, and a new approach to humanitarian intervention based on the "Responsibility to Protect."

The HSP funded the initiation and follow-through for a series of major diplomatic initiatives and has strengthened the capacity of key multilateral institutions including the United Nations and the Organization of American States. The program has enhanced the capacity of Canada's federal departments and NGOs to contribute to international peace support missions, and has funded high-value initiatives in sectors and / or countries falling outside the programming mandates of other departments.

In assessing the first five years of the HSP, the summative (final) evaluation concluded that "the HSP is fully supportive of Canada's foreign policy objectives and the Department's Strategic Planning and Priorities Framework." It also noted that "the vast majority of both internal as well as external interviewees indicated the importance of the HSP in support of Canadian foreign policy human security initiatives. There is strong support for its continuation and an expressed need by many to increase it (... and) the evidence gathered from a review of projects, case studies and interviews indicates that the HSP is an effective tool to further Canada's human security strategy."

**Achieved results or progress made:** The HSP has supported over 570 initiatives during the first five-year phase of the program. It has been a critical instrument in the Government of Canada's efforts to provide international leadership in such areas as the Kimberley Process, the issue of small arms proliferation, children and armed conflict, promotion of UN Security Council Resolution 1325 on Women, Peace and Security, the ICC and the Responsibility to Protect. In assessing the first five years of the HSP, the summative (final) evaluation concluded that "the HSP is fully supportive."

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	2002 - 2003	2003 - 2004	2004 - 2005		Variance(s) between Planned and Actual Spending (\$)
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)

**Business Line:**

International Security and Cooperation	8,669,205.0	8,710,713.0	6,500,000.0	9,784,900.0	9,778,432.0	(3,278,432.0)
Total TPP	8,669,205.0	8,710,713.0	6,500,000.0	9,784,900.0	9,778,432.0	(3,278,432.0)

**Comments on Variances:** The variance for FY 2004 - 2005 was the result of higher than anticipated demand on the HSP's Vote 10 funds. However, this situation was addressed through vote transfers, which were possible due to surplus Vote 1 (Operations) funds in HSP.

**Significant Evaluation Findings and URL to last evaluation:** A summative evaluation of the HSP was carried out in late 2004. The principal findings included:

- (i) the HSP is consistent with and fully supportive of Canada's foreign policy objectives and the Department's Strategic Planning and Priorities Framework;
- (ii) the program has evolved somewhat with changing geopolitical circumstances, and to some degree with the change in political leadership; however, core priorities have remained intact;
- (iii) the importance of the HSP in support of Canadian foreign policy and human security initiatives was reinforced. There is strong support for its continuation, and an expressed need by many to increase it;
- (iv) the HSP is complementary to other initiatives such as the CIDA Peacebuilding Fund and the IDRC Peace Building and Reconstruction Fund; and
- (v) in general, the HSP has contributed to policy coherence especially within DFAIT (*Foreign Affairs*) and to some extent horizontally among federal departments.

**Name of Transfer Payment Program:** Global Partnership Program - Initiatives Related to the destruction, disposition and securing of weapons of mass destruction (TB #830799, TB #831536, TB #831449)

**Start Date:** August 12, 2003

**End Date:** March 2013

**Total Funding:** \$1,000,000,000

**Purpose of Transfer Payment Program:** To implement Canada's commitment to the G8 Global Partnership (GP) Against the Spread of WMD through the destruction of chemical weapons, the dismantlement of nuclear submarines, the employment of former weapons scientists and the enhancement of nuclear and radiological security. Canada has committed up to \$1 billion over 10 years beginning in 2003 to implement the goals of the Global Partnership. The justification of the GP was based on an ongoing assessment of threats to Canadian security following the terrorist attacks of September 2001. Exhaustive evaluations at the G8 level led to the conclusion by leaders at the Kananaskis Summit that the seriousness of the threats could only be addressed if a cooperative approach, supported by significant resources, was adopted.

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**Objective:** The objective of the Global Partnership Program (GPP) approved by Cabinet in 2002 is to protect Canadians from security threats emanating from terrorism, failed / failing nation states, the risks posed by the proliferation of WMD and health pandemics. This is being accomplished through:

- Canada's involvement in the construction of a chemical weapons destruction facility in Russia;
- the dismantlement of three nuclear submarines per year over the next four years;
- the implementation of projects to improve the security of nuclear and radioactive material in Russia and countries of the FSU;
- Canadian membership in the International Science and Technology Center in Moscow. The mandate of the Center is to reduce the risk of proliferation by redirecting former FSU weapons scientists; and
- the development of a bio-safety / bio-security strategy which will be an integral part of Canada's overall BW non-proliferation programming under the GPP.

**Long-Term Outcome:** A reduced threat from WMD for Canadians, strengthening of the international non-proliferation, arms control and disarmament regime, and Canada's domestic and international security objectives are secured.

**Achieved results or progress made:** Canada's Global Partnership Program has achieved or is achieving all of its objectives:

- Canada is continuing to contribute to the Shchuch'ye Chemical Weapons Destruction Facility;
- Canada has de-fuelled its first set of three submarines and two of these have been dismantled. Work against an agreement for a second set of submarines has commenced;
- Through the IAEA, a number of projects to improve the security of nuclear and radioactive material in Russia and countries of the FSU have begun. Canada has also contributed to a U.S. project that is replacing one of the last nuclear power plants in Russia that produce weapons-grade plutonium;
- Canada has acceded to the International Science and Technology Center in Moscow and is now beginning to fund research projects and supplemental activities that are redirecting former FSU weapons scientists; and
- Canada has developed and is beginning to implement a bio-safety / bio-security strategy.

	2002 - 2003	2003 - 2004	2004 - 2005			
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variance(s) between Planned and Actual Spending (\$)
<b>Business Line:</b>						
International Security and Cooperation	0.0	57,455,000.0	104,256,000.0	55,646,384.0	23,154,663.0	(81,101,337.0)
Total TPP	0.0	57,455,000.0	104,256,000.0	55,646,384.0	23,154,663.0	(81,101,337.0)

**Comments on Variances:** Expenditures were made against the Canadian Interests Abroad Contribution Fund (T624) and the GPX G&C Fund (T710). Due to delays associated with ISTC projects, the chemical weapons railway project, and the implementation of the first submarine implementation agreement, \$60 million has been reprofiled. As well, planned spending of \$20 million was subsequently deferred to fiscal year 2005 - 2006 due to delays receiving TBS approval for a new CW project submission (MDB-2).

**Significant Evaluation Findings and URL to last evaluation:** The Global Partnership Program is relatively young, having commenced in August 2003, and so has not yet had a comprehensive formal evaluation. Such an evaluation is planned for fiscal year 2005 - 2006.

<b>Total Business Line:</b>						
International Security and Cooperation	300,696,463.0	364,499,321.0	462,666,700.0	505,905,805.0	378,905,419.0	83,761,281.0
Total Transfer Payments	300,696,463.0	364,499,321.0	462,666,700.0	505,905,805.0	378,905,419.0	83,761,281.0

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**Name of Transfer Payment Program: Grants in Aid of Cultural Relations (TB #829976)****Start Date:** August 7, 2002**End Date:** March 31, 2007**Total Funding:** \$114,875,393**Purpose of Transfer Payment Program:**

- to create an awareness abroad of Canadian distinctiveness and culture;
- to articulate Canadian attitudes and positions in official, media, business, cultural and educational circles as well as among the public generally;
- to reflect internationally the growing creativity and scope of Canadian; and
- to develop interest in studies exclusively about Canada in institutions of higher learning abroad.

**Objective:** The advancement of Canadian foreign policy objectives through the promotion of Canadian culture abroad.

**Expected results and outcomes:** The creation of an image abroad of Canadian culture as first class, innovative and diverse; foreign professionals and leaders with an informed, well-disposed and sustained interest in Canada. In the short term, Canadian professional artists will be involved in high-quality cultural presentations abroad; foreign agents / impresarios / commissioning editors will be engaged in Canadian art festivals and showcases; and there will be an adequate representation of Canada through arts in promotional activities abroad.

**Achieved results or progress made:** The department's Arts Promotion programs at headquarters and missions abroad awarded 420 grants, totalling \$4.8 million (not including Canada-France 2004 financing). The grants enabled Canadian artists and cultural groups to tour internationally and helped arts festivals to bring in foreign buyers. Grants were awarded to applicants from all provinces and two of the three territories. About 70 percent of these grants contributed to activities in G8 countries in recognition of its strategic importance to Canadian foreign policy. In addition, about 15 percent of total grants contributed to activities in additional priority countries: China, India, Brazil and Mexico.

The department's strong role in promoting Canadian arts horizontal culture abroad was supported by a range of partners, including the Canada Council for the Arts, the Department of Canadian Heritage, Telefilm Canada, Industry Canada, the National Film Board, the Canadian Association for the Advancement of Music and the Arts, and the Association for the Export of Canadian Books. Work with these partners also resulted in leveraging of resources: all 161 performing arts groups that received support through the department were successful in leveraging funds from other sources.

The *Washington Post*, *New York Times*, *LA Times* and *Washington Times* all commented very favourably on a Canadian Aboriginal art exhibit, a project to which the department contributed, and which was a major attraction at the opening of the National Museum of the American Indian on September 14, 2004. Displays included fine arts, sculpture and live performances. Canada's gift to the Museum, a sculpture by Vancouver artist Susan Point, is in a prominent location in the museum. The sculpture was frequently photographed by broadcast networks during the press preview and was featured twice in the *Washington Post*.

	2002 - 2003		2003 - 2004		2004 - 2005		Variance(s) between Planned and Actual Spending (\$)
	Actual Spending (\$)		Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	
<b>Business Line:</b>							
Public Diplomacy	10,198,436.0		12,216,259.0	9,814,000.0	10,271,727.0	10,229,771.0	(415,771.0)
Total Grants	10,198,436.0		12,216,259.0	9,814,000.0	10,271,727.0	10,229,771.0	(415,771.0)

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## Supplementary Information

**Comments on Variances:** \$400,000 in extra funding was received to promote Canadian identity abroad and to promote greater social cohesion in Canada.

**Significant Evaluation Findings and URL to last evaluation:** N / A

**Name of Transfer Payment Program:** Grants in Aid of Academic Relations (TB #810393)

**Start Date:** January 1, 1989

**End Date:** March 31, 2005

**Total Funding:** \$261,041,024

**Purpose of Transfer Payment Program:** To foster an informed, well-disposed and sustained interest in Canada among foreign professionals and leaders (especially within North America); to provide effective Canadian policy responses in education to a changing international environment; and to reinforce liaison with partners.

**Objective:** Advancement of Canadian foreign policy through education-related programs and activities.

**Expected results and outcomes:**

- creating and expanding a network of well-informed foreign professionals and leaders with sustained interest in Canada;
- nurturing and reinforcing links and exchanges between Canadian and foreign partners (academics, researchers and students); and
- providing informed and relevant policy advice on education-related issues.

**Achieved results or progress made:** Expected results have been fully achieved.

	2002 - 2003	2003 - 2004	2004 - 2005			
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variance(s) between Planned and Actual Spending (\$)
<b>Business Line:</b>						
Public Diplomacy	13,496,239.0	14,435,459.0	14,200,000.0	13,963,773.0	13,950,664.0	249,336.0
Total Grants	13,496,239.0	14,435,459.0	14,200,000.0	13,963,773.0	13,950,664.0	249,336.0

**Comments on Variances:** Variance is due to transfer to Human Security.

**Significant Evaluation Findings and URL to last evaluation:** Program evaluation was completed in July 2005 and will be published shortly. Financial audit is expected in 2006 - 2007.

<b>Total Business Line:</b>	23,694,675.0	26,651,718.0	24,014,000.0	24,235,500.0	24,180,435.0	(166,435.0)
<b>Public Diplomacy</b>						
<b>Total Transfer Payments</b>	23,694,675.0	26,651,718.0	24,014,000.0	24,235,500.0	24,180,435.0	(166,435.0)

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**Name of Transfer Payment Program:** Payments in lieu of taxes on diplomatic, consular and international organizations' property in Canada (TB #826663)

**Start Date:** January 18, 1979

**End Date:** N / A

**Total Funding:** N / A

**Purpose of Transfer Payment Program:** The purpose of this Memorandum of Understanding (MOU) is to outline the relationship between the Department of Foreign Affairs and International Trade and Public Works and Government Services Canada, National Capital Area, under the Diplomatic, Consular and International Organizations' Property Grants Order (P.C. 1979-59, January 18, 1979), the Municipal Grants Act, and successor Orders and Acts. It establishes responsibilities and procedures governing the provision of services related to the payment of grants in lieu of real property and frontage or area taxes with respect to diplomatic property. These procedures are designed to ensure fiscal and operational accountability, while promoting efficient program delivery.

**Objective, expected result and outcomes:** To fulfill Canada's international obligations to foreign diplomatic and consular missions pursuant to the Vienna Convention on Diplomatic Relations and the Vienna Convention on Consular Relations as well as obligations pursuant to headquarters agreements in force between Canada and international organizations.

**Achieved results or progress made:** Obligations have been met.

	2002 - 2003	2003 - 2004	2004 - 2005			
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variance(s) between Planned and Actual Spending (\$)
Business Line:						
International Security and Cooperation	10,090,701.0	8,952,679.0	9,935,849.0	9,935,849.0	9,865,875.0	69,974.0
Total Grants	10,090,701.0	8,952,679.0	9,935,849.0	9,935,849.0	9,865,875.0	69,974.0

**Comments on Variances:** Payments in Lieu of Taxes is a "non-discretionary grant" by which final payment is mainly affected with reassessment of properties owned by foreign embassies in Canada. PILT is established based under several cities' taxing authorities across the country, which are constantly revised.

**Significant Evaluation Findings and URL to last evaluation:** N / A

<b>Total Business Line:</b>						
International Security and Cooperation	10,090,701.0	8,952,679.0	9,935,849.0	9,935,849.0	9,865,875.0	69,974.0
<b>Total Transfer Payments</b>	10,090,701.0	8,952,679.0	9,935,849.0	9,935,849.0	9,865,875.0	69,974.0

Table 13: Conditional Grants (Foundations)

**Name of Transfer Payment Program: Foreign Service Community Association (FSCA)****Start Date:** September 1, 2004**End Date:** July 31, 2005**Total Funding:** N / A

**Purpose of Transfer Payment Program:** Provide financial assistance to the FSCA to support the salary of the FSCA Office Coordinator.

**Objective, expected result and outcome:** Provide assistance and support to rotational employees and families posted abroad with the Department of Foreign Affairs and International Trade (*Foreign Affairs*) and Department of International Trade.

**Achieved results or progress made (within overall departmental results achieved):** Expected results were achieved.

	2002 - 2003	2003 - 2004	2004 - 2005			
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variance(s) between Planned and Actual Spending (\$)
<b>Business Line:</b>						
Conditional Grant	20,000.0	20,000.0	20,000.0	20,000.0	20,000.0	0.0
Total Grants	20,000.0	20,000.0	20,000.0	20,000.0	20,000.0	0.0

**Comments on Variances:** N / A

URL to Foundation site: <http://www.fsca-acse.org/>

URL to Foundation's Annual Report: <http://www.fsca-acse.org/>

Table 14: Response to Parliamentary Committees, Audits and Evaluations

**Response to Parliamentary Committees**

See Report of the Standing Committee on Foreign Affairs and International Trade entitled "*Exploring Canada's Relations with the Countries of the Muslim World*":

<http://www.parl.gc.ca/committee/CommitteePublication.aspx?SourceId=76222>

**Response to the Auditor General**

N / A

**External Audits of Evaluations**

N / A

**Internal Audits of Evaluations**

The following audit and evaluation reports were posted on the departmental Web site during 2004 - 2005:

**Audits:****Mission Audits:**

- |             |  |   |
|-------------|--|---|
| o Berlin    | o New York                                 | o Permanent Mission of Canada to the United Nations |
| o Boston    | o Osaka                                    | o The Hague   |
| o Chicago   | o Oslo                                     | o Tokyo   |
| o Detroit   | o Paris                                    | o Tripoli   |
| o Lisbon    | o Permanent Delegation of Canada to OECD   |   |
| o New Delhi | o Permanent Delegation of Canada to UNESCO |   |

**Financial Assurance Audits:**

Management of Accounts Receivable

**General HQ Audits:**

Departmental Library Services  
North Asia and Pacific Bureau

**Grants & Contributions Audits:**

Contributions to International Environmental Programs  
Forum of Federations

**Information Management Audit:**

DFAIT Connectivity to the Internet

**Evaluations:**

Formative Evaluation of the Forum of Federations

**Web link:**

<http://www.dfait-maeci.gc.ca/department/auditreports/auditreports-en.asp>

Table 15: Sustainable Development Strategies (SDS)

**Department / Agency:** Department of Foreign Affairs and International Trade (*Foreign Affairs*)

**Points to address:** What are the key goals, objectives, and / or long-term targets of the SDS?

**Departmental input:** Agenda 2006: A Sustainable Development Strategy for the Department of Foreign Affairs and International Trade provides a framework for the sustainable development initiatives from 2004 to the end of 2006. The key goals in Agenda 2006 are to:

- ensure greater integration of sustainable development in departmental policies, programs and operations;
- ensure that Canada's commitment to sustainable development is evident in our bilateral, regional and multilateral relations;
- promote international security and respect for human rights, good governance and the rule of law as prerequisites for sustainable development; and
- implement the department's priority commitments related to the World Summit on Sustainable Development: Johannesburg 2002.

Agenda 2006 and the first annual report on progress in implementing sustainable development: <http://www.dfait-maeci.gc.ca/sustain/sd-dd/menu-en.asp>.

**Points to address:** How do your key goals, objectives and / or long-term targets help achieve your department's / agency's strategic outcomes?

**Departmental input:** The intent of the four goals reflects the key results anticipated in the department's 2004-2007 strategic objective, Understanding and Advancing Canada's Interests Internationally, which are:

- (i) a more effective influence in the United States;
- (ii) enhancement of Canada's domestic agenda through the international arena;
- (iii) strengthened multilateral rules-based institutions and policy coherence;
- (iv) effective advocacy of Canada's global and human security interests; and
- (v) enhanced support abroad for human rights, democracy and good governance.

That relevancy is further reflected in the 2004 - 2005 targets that support the Agenda 2006 goals, and the progress in achieving them.

**Points to address:** What were your targets for the reporting period?

**Departmental input:** Specific targets for the reporting period include:

- Participate in the 10-year review of the North American Agreement on Environmental Cooperation to better conserve, protect and enhance the North American environment through cooperation and effective enforcement of environmental laws. Progress: The department played an active role in ensuring that key recommendations of the Report of the Ten-Year Review and Assessment Committee to the Council of the Commission for Environmental Cooperation (CEC) were integrated into CEC's operations and activities. For example, the department has been instrumental in the development of the CEC Strategic Plan on Trade and Environment, and in ensuring that the NAFTA Free Trade Commission and the CEC better coordinate their efforts in the elaboration of the CEC Work Program.

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Table 15: Sustainable Development Strategies (SDS)

**Department / Agency: Department of Foreign Affairs and International Trade (Foreign Affairs)**

- Provide international coordination and policy leadership for the universalization, implementation and sustainability of the Ottawa Convention, the international framework for ensuring that the human tragedy caused by anti-personnel mines is permanently addressed. Progress: the department played a central role both in leadership and funding terms at the Nairobi Summit on a Mine-Free World, the Ottawa Convention's First Review Conference. Outcomes included the Nairobi Action Plan – a 70-point strategy for promoting the Convention, destroying stockpiles, clearing mined land, generating funds, and assisting victims over the next five years. As well, it resulted in the highly publicized accession to the Convention by Ethiopia, a severely mine-affected country.
- Engage partners, geographic bureaus, and missions (including post visits) in human security planning, programming, and monitoring within the context of the Peacebuilding and Human Security Program created to advance Canada's foreign policy objectives for human security. Progress: The Human Security Program in the department engaged all relevant geographic and functional bureaus, posts as well as OGDs in the vetting and development of proposals. Program monitoring and evaluation in the Middle East and Central and South America were closely coordinated with the relevant posts and departments. In addition, key Canadian stakeholders were directly engaged during the annual Peacebuilding and Human Security Consultations, co-organized by the department, CIDA, IDRC, the Canadian Peacebuilding Coordinating Committee that represents Canadian civil society, and the Canadian Consortium on Human Security that represents academia.
- Continue promotion of the entry into force of the Convention for the Conservation of Highly Migratory Stocks in the Western and Central Pacific Ocean (by February 2005, including consultation with the provinces and territories, participation in the Western and Central Pacific Fisheries Commission Preparatory Conference, encouraging engagement in the process by key fishing states and consideration of Canada's own ratification. Progress: The Convention entered into force in June 2004. In December 2004, Canada participated both in the final Preparatory Conference and in the first meeting of the newly established Commission. Ratification of the Convention by Canada is under active consideration.
- Conclude negotiations for, and consider Canadian membership in, a strengthened Inter-American Tropical Tuna Convention to improve conservation and management of fish stocks. Progress: Canada signed the Antigua Convention in December 2004, and is currently considering ratification of the Convention. The department was an active participant in negotiating the text of the Antigua Convention, which strengthens and modernizes the American Tropical Tuna Commission.
- Initiate a process at the start of 2004 to construct a global climate regime, based on actual implementation of the Kyoto Protocol and adoption of its Marrakech Accords (tentative completion in 2005). This will include undertaking a rigorous analysis of Canadian interests and options for future commitments to ensure that there is a clear definition of Canadian interests as negotiations for the second commitment period begin in 2005. Progress: At the 10th Conference of the Parties held in Buenos Aires in December 2004, Environment Minister Stéphane Dion laid out five principles to the international community for addressing climate change over the long term. They were based on the work of experts from numerous departments, including DFAIT. In addition, Canada provided international leadership by offering to host the Montreal Conference on Climate Change in December 2005, the first meeting of the parties after the entry into force of the Protocol. Canada will take this opportunity to be an active player in shaping the international climate regime after 2012.
- Work with other countries to establish a realistic and focused framework for discussions on an international regime to promote and safeguard the fair and equitable sharing of benefits arising out of the use of genetic resources. Progress: To facilitate negotiations among governments on an International Regime on Access and Benefit Sharing of Genetic Resources under the UN Convention on Biological Diversity, the Conference of the Parties developed Terms of Reference in February 2004. They will frame subsequent negotiating rounds of the Regime.
- Improve departmental knowledge and skill in applying SD principles as a result of training and communications. Progress: A ¾ day SD awareness course was developed in 2004 specifically for the interests of mission personnel. It was piloted at the embassies in Costa Rica and Venezuela in February 2005, to a positive response by some 50 personnel. Plans for other courses at headquarters have been rescheduled.

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Table 15: Sustainable Development Strategies (SDS)

**Department / Agency: Department of Foreign Affairs and International Trade (*Foreign Affairs*)**

**Points to address:** What is your progress (this includes outcomes achieved in relation to objectives and progress on targets) to date?

**Departmental input:** See "Progress" inserts in text above.

**Points to address:** Adjustments that have been made.

**Departmental input:** The reorganization within DFAIT precluded the completion of a number of awareness, training and advocacy programs. They are rescheduled for completion in 2005-2006.

In the interests of lessons learned, the department participated in a workshop with OGDs to ascertain the improvements in this round of strategies and the challenges that remain. One area of improvement was the "common look and feel" of departmental strategies, but there remains the need for a federal focus around which departments can strategize to maximize their specific capabilities and make measurable and concrete progress to which the public can relate. There is also the need to standardize the format and wording of strategies.

The department is now a partner in the development of an international network, the Network for Best Practices for Sustainable Development, through which it will share knowledge in many fields, including the development and implementation of effective strategies.

Table 16: Procurement and Contracting

**Department of Foreign Affairs and International Trade (*Foreign Affairs*)**

**Points to address:** Role played by procurement and contracting in delivering programs.

**Organization's input:** In relation to contracting for services, the Corporate Services Branch (Headquarters Administrative Services Bureau, SPD) acts as the centre of expertise for both DFAIT (*Foreign Affairs*) and the Department of International Trade, both within Canada and abroad. The mandate is to:

- develop policy;
- provide advice; and
- monitor and report on contracting activities in accordance with trade agreements and government policy.

Where cost effective, procurement of goods is managed through centralized areas of expertise in Canada for informatics equipment and peripherals, security equipment and supplies, furniture and office supplies, and staff accommodation here and abroad. All adhere to the key principles of effective life-cycle materiel and asset management. Logistical support to headquarters, regional offices and missions abroad is also a key element in investment and procurement decisions. Missions continue to acquire certain goods where economies cannot be realized through a centralized approach.

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Table 16: Procurement and Contracting

**Department of Foreign Affairs and International Trade (*Foreign Affairs*)**

**Points to address:** Overview of how the department manages its contracting function.

**Organization's input:** The department operates in a decentralized procurement environment at headquarters, regions and missions abroad.

The departmental automated contracting system:

- enables the monitoring and reporting of contracts;
- responds to the requirement of public disclosure on contracts over \$10,000; and
- facilitates the development of departmental and government-wide procurement strategies.

Contract Review Boards (CRBs) at headquarters and missions abroad scrutinize all contracts to heighten prudence and probity; and to ensure openness, transparency and equal treatment to vendors, while achieving best value and meeting operational requirements in the delivery of programs.

Effort continued to improve and support the departmental contract site, which consists of a wide range of policy documents and links, reference guides, tools, templates and forms used by departmental personnel in the preparation of solicitation documents and contracts.

Continual in-class and on-line training is delivered to departmental officials at headquarters and missions abroad.

The department manages its procurement function by providing corporate leadership for the development of its informatics systems and real property infrastructure and associated asset base. This includes departmental policies, processes, systems, service standards and quality controls governing the procurement of goods and life-cycle management of materiel / assets. As well, Corporate Services provides subject matter advice to departmental personnel on the development of cost-effective approaches for the procurement of goods and services, thereby ensuring that both DFAIT (*Foreign Affairs*) and Department of International Trade program activities are achieved within established deadlines and budgets. The strategies used are clearly identified and aligned with federal government objectives. A Materiel Management Committee consisting of members from each centre of expertise reviews procurement issues and designs broad strategies to ensure that procurement moves forward with new government priorities.

**Points to address:** Progress and new initiatives enabling effective and efficient procurement practices.

**Organization's input:** Key accomplishments include:

- Significant increase in contracting training over the past year, resulting in greater knowledge of contracting policies, procedures and practices. Training will be expanded in fiscal year 2005 - 2006 to missions abroad.
- Increasing use (with less dependency on the traditional method of competition) of the competitive method using the government electronic tendering system.
- Establishment of several standing offers for various commodities to meet operational requirements, resulting in a more efficient contracting process and best value to the Crown.
- Implementation of an automated contracting system worldwide in December 2004 to manage contracts entered by departmental officials and to capture relevant information on all contracts over \$5,000.
- Successful completion in 2004 - 2005 of the final phase of an automated inventory management system for office furniture and furnishings at headquarters.
- Exceeding of Aboriginal procurement targets.

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Table 16: Procurement and Contracting

Department of Foreign Affairs and International Trade (*Foreign Affairs*)

- Establishment of new qualified suppliers lists as well as a contract management database relating to construction projects to increase the efficiency of departmental contracting processes.
- Awarding of a multiyear and multimillion-dollar telecommunications agreement to meet the needs for common services abroad and to provide better value, with the cost benefits accruing immediately to the Crown.
- Development of practices aimed at providing a sound management framework relating to service contracts and promoting key principles of the modern comptrollership agenda.

Strengthened practices have been witnessed through the following initiatives:

- An automated contracting system was implemented worldwide in December 2004 to capture relevant information on all contracts over \$5,000.
- Training on contracting continues to be a priority. Courses addressing various levels of knowledge have been developed and delivered, including on-line schooling. Regional training at more than 40 missions abroad is planned during fiscal year 2005-2006.
- The use of MERX for competitively awarded contracts continues to rise, thereby reducing the dependency on traditional methods of competition. Standing offers for professional services have been established where this represents the most efficient way to meet operational requirements and achieve the best value to the Crown.
- Through participation in the government initiative The Way Forward, the department expects to continue to gain efficiencies, resulting in lower costs to support program requirements.
- For the delivery of international construction projects and procurement of professional services, the bureau responsible created a Contract Advisory Service to provide advice and monitor contracts and a Contractual Issues Committee to monitor and improve the department's contracting practices for these types of services. The contracting process is supported by dedicated legal advisors and procurement specialists.
- For headquarters, the automated inventory management system for office furniture and furnishings was successfully implemented in 2004 - 2005. As part of a financial and materiel management system, this provides an accurate inventory listing, which is critical to the success of accommodation projects and program operations of the department. The efficiencies gained to integrate asset management with broader projects ensure the most cost-effective service.
- Numerous and ongoing upgrades are being made to the IT asset management system in order to meet the thrust for improved asset tracking and service management. Notably, reports to monitor discrepancies and the addition of spares to the network are regularly forwarded to mission IT professionals.
- Much work has been done in reviewing processes and entrenching good stewardship practices in daily operations. Concrete examples are the Request for Volume Discount (RVD) for PCs, which generated enormous savings, as did the consolidation of maintenance agreements and software requirements.
- A new qualified suppliers list was established, along with a contract management database relating to construction projects to increase the efficiency of the department's contracting processes.

Table 17: Service Improvement Initiatives

## 1. PROGRAMS AND SERVICES COVERED BY A SERVICE IMPROVEMENT PLAN

## Passport Canada Client Satisfaction Measurement Program

In 2001, Passport Canada (PPTC) initiated an ongoing client satisfaction measurement program, which was composed of:

- a global, annual measurement aimed at understanding the dynamics of client satisfaction, the importance attached by clients to various aspects of service and the improvement priorities felt by the clients; and
- a specific, local measurement of client satisfaction at the issuing authority (office) level.

The first measurement was based on a telephone survey held each spring for clients that have applied between January 2 and March 31. Beginning in 2001, with the exception of 2002, PPTC has conducted a National Client Satisfaction Survey every year.

The second measurement is a self-administered survey returned with the passport in late fall or early winter. The survey is scheduled to be held every three years. The first local client satisfaction survey was conducted in 2002, in PPTC offices across the country. The second local one is planned before the end of the calendar year 2005.

The precepts from the Common Measurement Tool were integrated to comply with the Government of Canada "corporate" approach to satisfaction measurement. The surveys allow PPTC to monitor the value declared by the clients, levels of satisfaction, three indicators of client satisfaction, and priorities for improvement.

## 2. DEVELOPMENT OF BASELINE CLIENT SATISFACTION LEVELS AND PROGRESS TOWARD ACHIEVING SATISFACTION TARGETS

The Service Improvement Initiative (SII) target was to improve client satisfaction by 10 percent between 2000 and 2005.

Passport Canada assesses client satisfaction through three indicators:

- (1) percentage of clients who are satisfied (i.e. "Satisfied" and "Very satisfied");
- (2) average rating over a 10-point scale from 0 "Very Dissatisfied" to 10 "Very Satisfied"; and
- (3) percentage of clients who selected "very satisfied," the top category.

PPTC monitors all three indicators as they provide it with a complete assessment of client satisfaction.

Progress in increasing client satisfaction was slowed by post-9 / 11 activities that included strengthening security measures and reinforcing requirements for passport eligibility. During this first year of transition in terms of our requirements, PPTC was able to maintain its average satisfaction rating (8.1) and actually increase by six percentage points the top category ("Very Satisfied") of the satisfaction scale. However, PPTC reinforcement measures and requirements severely impacted satisfaction results as determined by the 2003 - 2004 satisfaction survey, causing all three results indicators to plunge.

The results of the 2004 - 2005 Client Satisfaction Survey indicate that after a decrease in satisfaction, satisfaction levels are climbing back to levels established in the early years of the program.

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Table 17: Service Improvement Initiatives (*continued*)

Aiming for higher satisfaction levels ("Very Satisfied") is seen as a long-term goal based on the results of client service initiatives currently being introduced at PPTC. Indeed, as PPTC achieves higher satisfaction levels on a regular basis, it is harder to increase the percentage of satisfied and very satisfied clients (currently at 94 percent). Therefore, PPTC is now aiming to increase the top level ("Very Satisfied") of the satisfaction scale, as world-class organizations do.

### 3. SERVICE STANDARDS FOR ALL KEY PUBLIC SERVICES: SETTING OF STANDARDS AND PERFORMANCE AGAINST THOSE STANDARDS

Regional offices received 76.5 percent of all applications through walk-in service, a decrease of 3 percent from last year. Mail-in increased 0.7 percent over last year. Receiving agents, a new service introduced in 2004, took in more than 57,000 applications, 2 percent of all applications received. Overseas volume increased slightly, 0.26 percent over last fiscal year. We are seeing shifts in volumes per business channel since the introduction of receiving agents as well as renewals. Forty-five percent of the year's volume was concentrated in the last quarter.

During 2004 - 2005, the percentage of passports issued through PPTC's various business channels was as follows:

- Regional Offices 76 percent
- Mail-in Service, 16.5 percent
- Missions Overseas 4 percent
- Receiving Agents 2 percent
- Renewals 0.66 percent.

Turnaround time targets for regional offices were met for 97 percent of regular applications, an increase of 2 percent over last year. Turnaround times for urgent and express service declined by 0.2 percent and 0.1 percent respectively due to an increase in volume of 11.3 percent for this service offering.

Mail-in turnaround times were met for 94.6 percent of applications, while volumes increased by 3 percent in 2004 - 2005. Associated FTEs were reduced by 21 percent; however, productivity increased by 47 percent, which allowed an improvement of 3 percent in turnaround times over last year.

(Note: Reported turnaround time percentages for mail-in in 2003 - 2004 were inaccurate. Follow-up analysis shows a result of 91.6 for 2003 - 2004).

Canada Post receiving agents met turnaround time targets for 77 percent of applications. Receiving agent turnaround time was negatively affected by the large increase in volume in the fourth quarter of 2004 - 2005.

Other turnaround time results are as follows:

- HRDSC Receiving Agents 85.5 percent
- Renewals 99.9 percent
- Passport On-line 98.5 percent

Wait times significantly improved in 2004 - 2005. A total of 75 percent of clients waited less than 45 minutes, showing a 15 percentage point gain over last year. The average time improved by 34 percent from the previous year; however, the 95 percent target for 2004 - 2005 was not met. Process improvements planned in the coming years are targeted to improve processing time for applications, which will decrease wait times.

*Continued on next page*

Table 17: Service Improvement Initiatives

## Reasons that wait times improved:

- Operational FTEs increased by 13.5 percent from 2003 - 2004, with a subsequent increase in counter use of 1.5 percentage points over the previous year.
- New initiatives to move clients away from the public counters were implemented.
- Increased receiving agent outlets relieved volume pressures on counter service.
- Renewals also pulled clients away from the counter, with renewals accounting for 0.6 percent of the annual volume.
- Passport On-Line examinations were on average two minutes faster than regular applications.
- Offices that opened Saturdays had their weekday volume flattened, reducing the number of high volume days.
- New initiatives were introduced to inform the public of wait times on-line in Calgary and Calgary South.
- PPTC developed a continuous improvement framework over 2004 - 2005 that aims to ensure implementation and operational consistency by promoting continual improvement of the performance of all quality management systems.
- PPTC committed to continue to find ways to increase the means by which Canadians can apply for passport services and to improve the efficiency and services provided in the 2004 - 2005 *Report on Plans and Priorities*. PPTC made improvements in the following areas:
  - o Completed a Mail-in and Member of Parliament Process Review and Standardization pilot and a Printing Process Review at the Mississauga Print Centre. PPTC used lean methodology to review and refine the processes of these sections. Evaluation of each pilot found that we were able to favourably influence productivity, reducing cost and time.
  - o Launched an estimated wait times project in both Calgary offices. This new project gives Calgaryans access, via the Internet, to data which show them current waiting times as well as historical ones in the Calgary passport offices.
  - o Made significant progress on the receiving agents project, which broadens access to passport services through networks outside PPTC.
  - o Signed an MOU with Canada Post in September 2004 which details each party's expectations for designated postal stations to act as receiving agents for passport-related applications. Under the MOU, 58 Canada Post outlets now provide access to passport services.
  - o Launched a pilot project at the end of 2004 with Social Development Canada and HRSDC as part of the Service Canada initiative. The pilot project tested the use of three designated HRSDC centres in Brandon, Manitoba, Kamloops, British Columbia, and Drummondville, Quebec, as receiving agents for passport-related applications. These 61 receiving agents resulted in the issuance of over 57,000 passports. This represents approximately 2.2 percent of total passports issued.
  - o Increased use of receiving agents by clients in early 2005 and shortage of capacity during the busy season resulted in a reduction in our ability to meet our targeted turnaround time. In early March 2005, this section explored the capacity in the regions to assist with demand. This solution has resulted in successful recovery to standard turnaround timeframes.
  - o Launched the Renewals Pilot project in the summer of 2004 to improve client convenience. This pilot project invites eligible Canadians to renew their passports through a simplified mail-in process. The pilot was evaluated in December 2004. Over 38,000 invitations were sent during the pilot and 11,785 passports were issued. The average processing time was two days and a client satisfaction survey indicates a high degree of satisfaction with this service channel.
  - o Began the Passport On-line project as a direct result of the government's priority to provide key government services on-line. This project takes advantage of Internet technology to provide applicants with greater access to passport services. To date, the Passport On-line project has completed the development of an on-line interactive application form, which became available to applicants at the end of January 2005. As of March 31, 2005, 4,893 passports had been issued via this on-line service.
- PPTC carried out several other initiatives to improve client service during the past year:
  - o Launched an extended hours of service initiative to better address volume in the busy season. Under this initiative, we extended core PPTC business hours by up to 25 percent, including Saturday openings in some cases. Offices offering Saturday hours have seen a flattening of service demand from Monday to Friday, resulting in an overall decrease in wait times for clients. We opened four new offices in Whitby, Brampton, Calgary South and Point-Claire.

*Continued on next page*

Table 17: Service Improvement Initiatives

- o Launched the Members of Parliament Web portal on September 27, 2004, which allows rapid and direct sharing of information about passport application-related issues for MPs.
- o Introduced a Passport On-line electronic form that applicants could fill out on-line, print and present or mail to a PPTC office.
- o Introduced in the wake of 9 / 11 increased security measures, including:
  - Immediate hiring and training of additional passport staff;
  - Further enhanced background and guarantor checks;
  - Revised application form, including employment and residential history;
  - Posting of security guards and cameras at all passport offices;
  - The establishment of an on-line data verification process with the provinces;
  - Redesigned passport in 2002, which is less vulnerable to fraud;
  - Requirement for children to have their own passports; and
  - Improved passport renewal verification procedures.
- o Developed and distributed document identification tools to strengthen the ability of examiners to verify the authenticity of identity documentation and a job aid for the conduct of guarantor checks.
- o Managed to respond to service pressures experienced in the last few years through its activities to broaden access. This resulted in shorter turnaround and waiting times compared to previous years.

Table 18: Travel Policies

**Organization:** DFAIT (*Foreign Affairs*) follows the TBS Special Travel Authorities.

**Authority:** N / A

**Coverage:** N / A

**Principal difference(s) in policy provisions:** N / A

**Principal financial implications of the difference(s):** N / A

#### COMPARISON TO THE TBS TRAVEL DIRECTIVE, RATES AND ALLOWANCES

**Organization:** DFAIT (*Foreign Affairs*) follows the TBS Travel Directive, Rates and Allowances

**Authority:** N / A

**Coverage:** N / A

**Principal difference(s) in policy provisions:** N / A

**Principal financial implications of the difference(s):** N / A

Table 19: Horizontal Initiatives

**Name of Horizontal Initiative:** U.S. Enhanced Representation Initiative (ERI)

**Name of Lead Departments:** Department of Foreign Affairs and International Trade (*Foreign Affairs*)

**Start Date of the Horizontal Initiative:** September 17, 2003

**End Date:** March 31, 2008

**Total Federal Funding Allocation:** \$118.2 million

**Description of the Horizontal Initiative:** The ERI is a partnership of eight federal departments and agencies. The ERI provides a coordinated and integrated approach and direction to managing and advancing Canada's advocacy, trade, business development, science and technology and investment interests in the United States. This is done through the collaboration of ERI partners and consultation with other federal government departments, provinces and territories and other stakeholders. When fully implemented, the ERI partnership will oversee a network of 43 U.S. points of contact through consulates general, consulates, trade offices and honorary consuls.

**Shared Outcome(s):** Outcomes reflect total Canadian government efforts respecting advocacy and business development with the United States set in the international economic environment. Specific outcomes are defined by the ERI's Results-based Management and Accountability Framework (RMAF):

**Short-term Outcomes:**

- Increased Domestic Engagement and Coordination
- Raised awareness of:
  - o Canada-U.S. interdependence in North American security
  - o Canada-U.S. interdependence in North American economy
  - o Canada-U.S. social differences
- Increased number of export-ready firms
- Raised awareness in the U.S. of:
  - o Investment opportunities in Canada
  - o Canadian technological capabilities
- Increased Canada-U.S. sharing of technologies
- Raised awareness of U.S. market opportunities for Canadian firms
- ERI Partnership development
- Increased capacity for advocacy and business development in the U.S.

**Medium-term Outcomes:**

- Appreciation of Canada-U.S. interdependence as reflected by:
  - o Canadian interests not adversely affected by U.S. legislation / policies / regulations / industry codes
  - o Improved settlement of joint Canada-U.S. issues
- Increased investment development
- Increased export development
- Increased commercialization of S&T in Canada
- Improved coherence of Canadian advocacy and business development interests in the U.S.

**Long-term Outcomes:**

- Enhanced influence for Canada on key strategic issues
- Improved flow of people, goods and services across the Canada-U.S. border
- Increased business for Canada with the U.S.

*Continued on next page*

**Governance structure(s):** The ERI Partnership is managed through a formal governance structure including a Deputy Ministers Steering Committee, an Assistant Deputy Ministers Policy Committee, a Directors General Operations Committee and three director-level Standing Committees: Advocacy and Business Development, Communications and Human Resources. Day to day operations are managed by the ERI Secretariat, which is responsible to the ERI Partnership through the governance structure, for planning, implementing and evaluating the ERI's annual action plan. The ERI Secretariat is accountable administratively to its host department, Department of Foreign Affairs and International Trade (*Foreign Affairs*), which provides financial, human resources and physical resource services to the Secretariat as well as all the missions.

**Federal partners:**

- o Atlantic Canada Opportunities Agency (ACOA)
- o Agriculture and Agri-Food Canada (AAFC)
- o Canada Economic Development for Quebec Regions
- o Department of Foreign Affairs and International Trade (*Foreign Affairs*)
- o Department of Foreign Affairs and International Trade (*International Trade*)
- o Industry Canada (IC)
- o National Research Council (NRC)
- o Western Economic Diversification (WD)

Names of Programs:	2004 - 2005		
	Total Allocation (\$000)	Forecasted Spending (\$000)	Actual Spending (\$000)
Representation	78,592.0	13,372.0	10,987.0
Advocacy and Business development	26,737.0	5,837.0	4,403.0
Corporate/ Governance	6,381.0	1,260.0	976.0
Reserve/ unallocated	6,490.0		
<b>Total</b>	<b>\$118,200.0</b>	<b>\$20,469.0</b>	<b>\$16,366.0</b>

**Planned Results for 2004 - 2005:**

1. Establish new missions in Anchorage, Philadelphia, Phoenix and Tucson.
2. Recruit 20 Honorary Consuls in U.S.
3. Increase advocacy and business development programming.
4. Obtain TB approval of results-based management and Accountability Framework (RMAF).
5. Implement the ERI governance framework.

**Achieved Results in 2004-2005:**

1. New missions all established and operational.
2. Eight Honorary Consuls recruited by end of year.
3. Joint Partner/mission programming of over \$5 million established.
4. RMAF completed.
5. Regular meetings of advisory and operating committees established.

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**Comments on Variances:** Staffing at posts delayed due to need for Canada Based Staff to be in place; business development and advocacy projects slow to start. Recruitment has been accelerated to staff all posts in 2005 - 2006. The appointment of Honorary Consuls is slower than anticipated due to the need to match regional representational requirements with appropriate candidates. Business development and advocacy projects are better coordinated to improve implementation in 2005 -2006. The RMAF approval was only delayed through the Treasury Board submission process.

**Results Achieved by Non-federal Partners:** not applicable

**Contact Information:**

Wolf Nowak

Tel: (613) 944-2715

**Approved by:**

Mitch Vlad

**Date Approved:**

July 2, 2005



# Other Items of Interest



## Section 4

### 4.1 Contact Information

DFAIT (*Foreign Affairs*) shares a wealth of information resources and reference tools with the Canadian public through its information and media services.

#### Information Services

The Enquiries Centre is a referral service and resource centre that responds to general questions about the department, questions concerning exporting procedures and foreign markets, and questions about Canada's foreign policy and involvement in international organizations. Where specialized knowledge is required, clients are referred to experts within the department.

The Centre also coordinates the storage and distribution of the department's hard copy publications.

**Telephone:** 1 800 267-8376 toll free in Canada or (613) 944-4000 in the National Capital Region and outside Canada  
**TTY:** (613) 944-9136 **Fax:** (613) 996-9709  
**E-mail:** [enqserv@international.gc.ca](mailto:enqserv@international.gc.ca)  
**Mail:** Enquiries Services (SXI)  
Department of Foreign Affairs and International Trade (*Foreign Affairs*)  
125 Sussex Drive, Ottawa, ON K1A 0G2

The DFAIT (*Foreign Affairs*) Web site, <http://www.fac-aec.gc.ca>, is a source of up-to-date information addressing the needs of both domestic and international clients. A large number of documents published by the department can be accessed on-line at <http://www.international.gc.ca/english/news/public.htm>.

The department's library holds a unique collection of materials in areas relevant to its mandate. Selected services are available to members of the public conducting research in these subject areas. The library is open to the public Monday to Friday from 8:30 a.m. to 4:30 p.m. For information, phone (613) 992-6150 or e-mail [infotech@international.gc.ca](mailto:infotech@international.gc.ca).

#### Media Services

The Media Relations Office provides information to the media on all aspects of Canada's trade policy, relations with other countries, involvement in international organizations, and departmental operations. For information, phone (613) 995-1874 or fax (613) 995-1405.

How to contact organizations related to the department:

#### Canadian International Development Agency

**Mail:** 200 Promenade du Portage  
Gatineau, QC K1A 0G4  
**Tel.:** (819) 997-5006  
**Toll Free:** 1 800 230-6349  
**Fax:** (819) 953-6088  
**Web:** <http://www.acdi-cida.gc.ca>

#### International Development Research Centre

**Mail:** 250 Albert St., 18th Floor  
P.O. Box 8500  
Ottawa, ON K1G 3H9  
**Tel.:** (613) 236-6163  
**Fax:** (613) 238-7230  
**Web:** <http://www.idrc.ca>

#### International Joint Commission

**Mail:** Canadian Sector  
234 Laurier Ave. W., 22nd Floor  
Ottawa, ON K1P 6K6  
**Tel.:** (613) 995-0088  
**Fax:** (613) 993-5583  
**Web:** <http://www.ijc.org>

#### Passport Canada

**Mail:** Department of Foreign Affairs and  
International Trade (Foreign Affairs)  
Gatineau, QC K1A 0G3  
**Tel.:** (819) 994-3500  
**TTY:** (819) 994-3560  
**Toll Free:** 1 800 567-6868  
**TTY:** 1 866 255-7655  
**Web:** <http://www.ppt.gc.ca>

#### Rights & Democracy: International Centre for Human Rights and Democratic Development

**Mail:** 1001 de Maisonneuve Blvd. E., Suite 1100  
Montreal, QC H2L 4P9  
**Tel.:** (514) 283-6073  
**Fax:** (514) 283-3792  
**Web:** <http://www.ichrdd.ca>

## 4.2 Acronyms and Abbreviations

<b>ADM</b>	Assistant Deputy Minister
<b>APEC</b>	Asia-Pacific Economic Cooperation forum
<b>API/PNR</b>	Advance passenger information and passenger name record
<b>ARC</b>	Advocacy Report Card
<b>ASEAN</b>	Association of Southeast Asian Nations
<b>ATIP</b>	Access to information and privacy
<b>BCG</b>	Bilateral Consultative Group
<b>BMD</b>	Ballistic missile defense
<b>BPG</b>	Binational Planning Group
<b>BPTS</b>	Briefing products tracking system
<b>BSE</b>	Bovine spongiform encephalopathy
<b>BTWC</b>	Biological and Toxin Weapons Convention
<b>CATSA</b>	Canadian Air Transport Security Authority
<b>CBSA</b>	Canada Border Services Agency
<b>CCHS</b>	Canadian Consortium on Human Security
<b>CDMs</b>	Clean development mechanisms
<b>CEC</b>	Commission for Environmental Cooperation

<b>CIC</b>	Citizenship and Immigration Canada
<b>CICAD</b>	OAS Inter-American Drug Abuse Control Commission
<b>CICTE</b>	OAS Inter-American Committee against Terrorism
<b>CIDA</b>	Canadian International Development Agency
<b>CMP</b>	Canada-Mexico Partnership
<b>CORA</b>	Committee on Representation Abroad
<b>COSMOS</b>	Consular Management and Operations System
<b>CPCC</b>	Canadian Peacebuilding Coordinating Committee
<b>CSAC</b>	Common Services Abroad Charge
<b>CSIS</b>	Canadian Security Intelligence Service
<b>CTAG</b>	Counterterrorism Action Group
<b>CTIA</b>	Cellular Telecommunications and Internet Association
<b>DCR</b>	Democratic Republic of the Congo
<b>DESD</b>	Decade of Education for Sustainable Development
<b>DFAIT</b>	Department of Foreign Affairs and International Trade
<b>DND</b>	Department of National Defence
<b>DPRK</b>	Democratic People's Republic of Korea
<b>DRC</b>	Democratic Republic of Congo

<b>EPA</b>	Effective project approval	<b>NEPAD</b>	New Partnership for Africa's Development
<b>ERI</b>	Enhanced Representation Initiative	<b>NGOs</b>	Non-governmental organizations
<b>ESRF</b>	Electronic Service Request File	<b>NORAD</b>	North American Aerospace Defence Command
<b>EUFOR</b>	European Union Force in Bosnia and Herzegovina	<b>NRS</b>	National Routing Service
<b>EUPM</b>	European Union Police Mission in Bosnia and Herzegovina	<b>OAS</b>	Organization of American States
<b>FCM</b>	Federation of Canadian Municipalities	<b>OECD</b>	Organization for Economic Cooperation and Development
<b>FCTC</b>	Framework Convention on Tobacco Control	<b>OGDs</b>	Other government departments
<b>FDI</b>	Foreign direct investment	<b>OIF</b>	International Organization of La Francophonie
<b>FIPA</b>	Foreign Investment Protection and Promotion Agreement	<b>OIG</b>	Office of the Inspector General
<b>FTE</b>	Full time equivalent	<b>OSCE</b>	Organization for Security and Cooperation in Europe
<b>GDP</b>	Gross domestic product	<b>PAA</b>	Program Activity Architecture
<b>HSP</b>	Human Security Program	<b>PCO</b>	Privy Council Office
<b>GPP</b>	Global Partnership Program	<b>PPTC</b>	Passport Canada
<b>HOM</b>	Head of Mission	<b>PSI</b>	Proliferation Security Initiative
<b>HRSDC</b>	Human Resources and Skills Development Canada	<b>PSEPC</b>	Public Safety and Emergency Preparedness Canada
<b>HSN</b>	Human Security Network	<b>R2P</b>	Responsibility to Protect
<b>HSP</b>	Human Security Program	<b>RBAF</b>	Risk-Based Audit Framework
<b>IAEA</b>	International Atomic Energy Agency	<b>RCF</b>	Asia Pacific Research and Conference Fund
<b>IAP</b>	Individual Action Plan	<b>RCI</b>	Republic of Côte d'Ivoire
<b>IBD</b>	International Business Development	<b>RCMP</b>	Royal Canadian Mounted Police
<b>ICA</b>	Institute for Connectivity in the Americas	<b>RMAF</b>	Results-based Management and Accountability Framework
<b>ICAO</b>	International Civil Aviation Organization	<b>ROCA</b>	Registration of Canadians Abroad
<b>ICC</b>	International Criminal Court	<b>RPP</b>	<i>Report on Plans and Priorities</i>
<b>ICPD</b>	International Conference on Population and Development	<b>SALW</b>	Small arms and light weapons
<b>ICTY</b>	International Criminal Tribunal for Former Yugoslavia	<b>SCFAIT</b>	Standing Committee on Foreign Affairs and International Trade
<b>IDRC</b>	International Development Research Centre	<b>SD</b>	Sustainable development
<b>IGAD</b>	Inter-Governmental Authority on Development	<b>SDS</b>	Service delivery standards
<b>IM</b>	Information management	<b>SMEs</b>	Small/medium-sized enterprise
<b>INAC</b>	Indian and Northern Affairs Canada	<b>SOA</b>	Summit of the Americas
<b>IPR</b>	International Policy Review	<b>SWG</b>	Strategic Working Group
<b>IPS</b>	International Policy Statement	<b>TPI</b>	Technology Partnering Initiative
<b>ISTC</b>	International Science and Technology Center	<b>UNCAC</b>	UN Convention Against Corruption
<b>IT</b>	Information technology	<b>UNGA</b>	United Nations General Assembly
<b>IWGCSA</b>	Interdepartmental Working Group on Common Services Abroad	<b>VTC</b>	Virtual Trade Commissioner
<b>LES</b>	Locally engaged staff	<b>UNCHR</b>	United Nations Refugee Agency
<b>MANPADs</b>	Man-Portable Air Defence Systems	<b>WHO</b>	World Health Organization
<b>MCOs</b>	Management and Consular Officers	<b>WSIS</b>	World Summit on the Information Society
<b>MCWG</b>	Muslim Communities Working Group	<b>WTO</b>	World Trade Organization
<b>MDGs</b>	Millennium Development Goals	<b>WUF</b>	World Urban Forum
<b>MEM</b>	Multilateral Evaluation Mechanism		
<b>MINUSTAH</b>	UN Stabilization Mission in Haiti		
<b>MOU</b>	Memorandum of understanding		
<b>MPPS</b>	Mission passport printing solution		
<b>NAFTA</b>	North American Free Trade Agreement		
<b>NATO</b>	North Atlantic Treaty Organization		

## 4.3 Index

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## 4.2 Acronymes et abréviations

<b>AAP</b>	Architecture d'activités de programme
<b>ACDI</b>	Agence canadienne de développement international
<b>ADM</b>	Armes de destruction massive
<b>AIEA</b>	Agence internationale de l'énergie atomique
<b>APEC</b>	Coopération économique de la zone Asie-Pacifique
<b>BCP</b>	Bureau du Conseil privé
<b>BIG</b>	Bureau de l'inspecteur général
<b>CGRR</b>	Cadre de gestion et de responsabilisation axé sur les résultats
<b>CIC</b>	Citoyenneté et Immigration Canada
<b>COSMOS</b>	Système de gestion des opérations consulaires
<b>CPRR</b>	Cadre de planification, de rapport et de responsabilisation
<b>CVFR</b>	Cadre de vérification fondé sur le risque
<b>DD</b>	Développement durable
<b>DT</b>	Discours du Trône
<b>EDC</b>	Exportation et développement Canada
<b>EPI</b>	Énoncé de politique internationale
<b>ERP</b>	Employés recrutés sur place
<b>ETP</b>	Équivalent temps plein
<b>GED</b>	Gouvernement en direct
<b>GRC</b>	Gendarmerie royale du Canada
<b>ICSE</b>	Institut canadien du service extérieur
<b>ISAF</b>	Force internationale d'assistance à la sécurité
<b>ISO</b>	Organisation internationale de normalisation
<b>MDN</b>	Ministère de la Défense nationale
<b>MJANR</b>	Mise à jour annuelle des niveaux de référence
<b>NEO</b>	Opération d'évacuation de non-combattants
<b>OACI</b>	Organisation de l'aviation civile internationale
<b>OCDE</b>	Organisation de coopération et de développement économique
<b>OMD</b>	Objectifs du Millénaire pour le développement
<b>ONU</b>	Organisation des Nations Unies
<b>OSCE</b>	Organisation pour la sécurité et la coopération en Europe
<b>OTAN</b>	Organisation du Traité de l'Atlantique Nord
<b>PSH</b>	Programme de la sécurité humaine
<b>RHDC</b>	Ressources humaines et Développement des compétences Canada
<b>SAN</b>	Système national d'acheminement des données
<b>SCT</b>	Secrétariat du Conseil du Trésor
<b>SMA</b>	Sous-ministre adjoint
<b>SPPCC</b>	Sécurité publique et protection civile
<b>SRRG</b>	Structure des ressources et des résultats de gestion
<b>UE</b>	Union européenne
<b>UNESCO</b>	Organisation des Nations Unies pour l'éducation, la science et la culture

## Service aux médias

Le Service des relations avec les médias fournit aux médias des renseignements sur tous les aspects des politiques commerciale et étrangère du Canada, de nos relations avec les autres pays et de notre participation aux organisations internationales et aux activités ministérielles. Pour plus de renseignements, prière de téléphoner au (613) 995-1874 ou de communiquer par télécopieur au (613) 995-1405.

Comment joindre les organisations liées au Ministère :

## Agence canadienne de développement international

Adresse postale : 200, promenade du Portage

Gatineau (Québec) K1A 0G4

Téléphone :

(819) 997-5006

Sans frais :

1 800 230-6349

Télécopieur :

(819) 953-6088

Web :

<http://www.acdi-cida.gc.ca>

## Centre de recherches pour le développement international

Adresse postale : 250, rue Albert 18<sup>e</sup> étage

Boîte postale 8500

Ottawa (Ontario) K1G 3H9

Téléphone :

(613) 236-6163

Télécopieur :

(613) 238-7230

Web :

<http://www.idrc.ca>

## Commission mixte internationale

Adresse postale : Section canadienne

234, avenue Laurier Ouest, 22<sup>e</sup> étage

Ottawa (Ontario) K1P 6K6

Téléphone :

(613) 995-0088

Télécopieur :

(613) 993-5583

Web :

<http://www.ijc.org>

## Passport Canada

Adresse postale : Ministère des Affaires étrangères et

du Commerce international

(Affaires étrangères)

Gatineau (Québec) K1A 0G3

Téléphone :

(819) 994-3500

ATS :

(819) 994-3560

Sans frais :

1 800 567-6868

ATS :

1 866 255-7655

Web :

<http://www.ppt.gc.ca>

Droits et démocratie : Centre international des droits de

la personne et du développement démocratique

Adresse postale : 1001, de Maisonneuve Est,

bureau 1100

Montréal (Québec) H2L 4P9

Téléphone :

(514) 283-6073

Télécopieur :

(514) 283-3792

Web :

<http://www.ichrdd.ca>

# Autres sujets d'intérêt

## Section 4



### 4.1 Coordonnées

Le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) offre au public canadien une mine de ressources en information et d'outils de référence par l'intermédiaire de ses services d'information et de ses services aux médias.

#### Services d'information

Le Centre de renseignements est un service de référence et un centre de ressources qui répond aux questions générales sur le Ministère, aux questions sur les formalités d'exportation et sur les marchés étrangers ainsi qu'aux questions sur la politique étrangère du Canada et sur sa participation aux organisations internationales. Lorsque des clients ont besoin de renseignements plus précis, le Centre les met en communication avec des spécialistes du Ministère.

En outre, le Centre coordonne l'entreposage et la diffusion des publications du Ministère.

#### Téléphone :

1 800 267-8376 sans frais au Canada  
ou (613) 944-4000 dans la région de la capitale nationale et à l'étranger.

#### ATS :

#### Télécopieur :

(613) 944-9136  
(613) 996-9709

#### Courriel :

[engserv@international.gc.ca](mailto:engserv@international.gc.ca)

#### Adresse postale : Services d'information (SXCI)

Ministère des Affaires étrangères et  
du Commerce international  
(*Affaires étrangères*)  
125, promenade Sussex  
Ottawa (Ontario) K1A 0G2

#### [www.international.gc.ca/francais/news/public.htm](http://www.international.gc.ca/francais/news/public.htm)

Le site Web du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*), <http://www.fac-aec.gc.ca>, fournit des informations à jour répondant aux besoins des clients nationaux et étrangers. Un grand nombre de documents publiés par le Ministère sont disponibles en ligne à <http://www.international.gc.ca/francais/news/public.htm>.

La bibliothèque ministérielle possède une collection unique de documents dans des domaines de recherche liés au mandat du Ministère. Certains services sont offerts aux membres du public qui effectuent des recherches dans ces domaines. La bibliothèque est ouverte au public du lundi au vendredi de 8 h 30 à 16 h 30. Pour plus de renseignements, veuillez téléphoner au (613) 992-6150 ou envoyer un courriel à [infoTech@international.gc.ca](mailto:infoTech@international.gc.ca).



**Commentaires sur les écarts :** L'embauche de personnel dans les missions a été retardée en raison de la mise en place du personnel au Canada. Les projets de défense des intérêts et de promotion du commerce ont été lents à démarrer. On a accéléré le processus de recrutement afin de combler tous les postes dans les missions en 2005-2006. La nomination de consultants honoraires est plus lente que prévue en raison de la nécessité de trouver des candidats qui répondent aux exigences de la représentation régionale. Les projets de défense des intérêts et de promotion du commerce ont été mieux coordonnés afin d'accélérer leur mise en œuvre en 2005-2006. Le processus de soumission du Conseil du Trésor a été la seule raison du retard dans l'approbation du CGRR.

**Résultats atteints par les partenaires non fédéraux : S.O.**

**Personne-ressource :**  
 Wolf Nowak  
 Tél. : (613) 944-2715  
**Approuvé par :**  
 Mitch Viad

**Date d'approbation :**  
 5 juillet 2005

**Structure de gouvernance :** Le partenariat de l'IRA est géré au moyen d'une structure de gouvernance officielle comprenant un comité directeur au niveau des sous-ministres, un comité des politiques au niveau des sous-ministres adjoints et un comité des opérations au niveau des directeurs généraux, ainsi que trois comités permanents composés de directeurs responsables de la défense des intérêts canadiens et de la promotion du commerce, des communications et des ressources humaines. Les affaires courantes de l'IRA sont gérées par le secrétariat de l'IRA, qui est chargé de la planification, de la mise en œuvre et de l'évaluation du plan d'action annuel de l'IRA au moyen de la structure de gouvernance. Le secrétariat de l'IRA doit rendre des comptes au ministre hôte, le ministre des Affaires étrangères et du Commerce international (Affaires étrangères), qui lui fournit des services physiques, financiers et en matière de ressources humaines, ainsi que tous les services dans les missions.

#### Partenaires fédéraux

- Ministère des Affaires étrangères et du Commerce international (Affaires étrangères)
- Agence de promotion économique du Canada atlantique
- Agriculture et Agroalimentaire Canada
- Ministère du Commerce international
- Conseil national de recherches Canada
- Développement économique Canada pour les régions du Québec
- Industrie Canada
- Diversification de l'économie de l'Ouest Canada

#### 2004 - 2005

Nom de programme	Total des affectations (000 \$)	Dépenses prévues en (000 \$)	Dépenses réelles en (000 \$)
Représentation	78 592,0	13 372,0	10 987,0
Défense des intérêts et promotion du commerce	26 737,0	5 837,0	4 403,0
Entreprises/Gouvernance	6 381,0	1 260,0	976,0
Réserve/ non affecté	6 490,0		
<b>Total</b>	<b>\$118 200,0</b>	<b>\$20 469,0</b>	<b>\$16 366,0</b>

#### Résultats prévus en 2004-2005 :

1. Création de nouvelles missions à Anchorage, à Philadelphie, à Phoenix et à Tucson.
2. Recrutement de 20 consultants honoraires aux États-Unis.
3. Augmentation des efforts de défense des intérêts et de promotion du commerce.
4. Obtention de l'approbation par le CT du Cadre de gestion et de responsabilisation axé sur les résultats (CGRR).
5. Mise en œuvre du cadre de gouvernance de l'IRA.

#### Résultats atteints en 2004-2005 :

1. Les nouvelles missions sont maintenant établies et opérationnelles.
2. Huit consultants honoraires ont été recrutés à la fin de l'exercice.
3. Un programme conjoint partenaires/missions de plus de 5 millions de dollars a été créé.
4. Le Cadre de gestion et de responsabilisation axé sur les résultats (CGRR) est terminé.
5. Des rencontres régulières des comités consultatifs et opérationnels ont été fixées.

Suite à la page suivante

Tableau 19 : Initiatives horizontales

Norm de l'initiative horizontale : Initiative de représentation accrue aux États-Unis (IRA)

Nom des ministères directeurs : Ministère des Affaires étrangères et du Commerce international (Affaires étrangères)

Date de début de l'initiative horizontale : 17 septembre 2003

Date de clôture de l'initiative horizontale : 31 mars 2008

Total des affectations : 181,2 millions de dollars

Description de l'initiative horizontale : L'IRA fonctionne sous forme de partenariat composé de huit ministères et organismes fédéraux. L'IRA offre une approche et une orientation coordonnées et intégrées pour gérer et promouvoir les intérêts du Canada aux États-Unis dans les domaines de la défense des intérêts, du commerce, de l'expansion des affaires, de la science et de la technologie et de l'investissement. Cette initiative est menée en collaboration avec les partenaires de l'IRA et en consultation avec d'autres ministères fédéraux, provinciaux et territoriaux ainsi qu'avec d'autres intervenants. Une fois qu'elle sera pleinement mise en œuvre, les partenaires de l'IRA superviseront un réseau de 43 points de contact aux États-Unis par l'intermédiaire de consulats généraux, de consulats, de bureaux commerciaux et des consulats honoraires.

**Résultats partagés :** Les résultats reflètent l'ensemble des efforts du gouvernement du Canada en ce qui a trait à la défense des intérêts et à la promotion du commerce aux États-Unis qui s'inscrivent dans le contexte économique mondial. Des résultats précis sont définis dans le Cadre de gestion et de responsabilisation axé sur les résultats (CGRR) de l'IRA.

**Résultats à court terme :**

- Mobilisation et coordination accrues à l'échelle nationale
- Sensibilisation accrue :
- o à l'interdépendance Canada-États-Unis dans la sécurité de l'Amérique du Nord
- o à l'interdépendance Canada-États-Unis dans l'économie de l'Amérique du Nord
- o aux différences sociales entre le Canada et les États-Unis
- Nombre accru d'entreprises prêtes à exporter
- Sensibilisation accrue aux États-Unis à l'égard :
- o des possibilités d'investissement au Canada
- o des capacités canadiennes en matière de technologie
- Transfert accru de technologies entre le Canada et les États-Unis
- Sensibilisation accrue des entreprises canadiennes à l'égard des débouchés sur le marché américain
- Promotion du partenariat de l'IRA
- Capacités accrues de défense des intérêts et de promotion du commerce aux États-Unis

**Résultats à moyen terme :**

- Appréciation de l'interdépendance Canada-États-Unis comme le reflètent :
- o les intérêts canadiens qui ne sont pas touchés négativement par les lois, les politiques, les règlements et les codes de l'industrie des États-Unis
- o un meilleur règlement des différends Canada-États-Unis
- o la promotion accrue des investissements
- o une expansion accrue des exportations
- o une commercialisation accrue de la science et de la technologie au Canada
- o une meilleure cohérence dans la défense des intérêts canadiens et la promotion du commerce aux États-Unis

**Résultats à long terme :**

- Une plus grande influence du Canada dans les questions stratégiques clés
- La circulation améliorée des personnes, des biens et des services à la frontière Canada-États-Unis
- De meilleures affaires pour le Canada avec les États-Unis

Suite à la page suivante

Tableau 17 : Initiatives d'amélioration des services

4. PRINCIPALES RÉALISATIONS EN MATIÈRE D'AMÉLIORATION DU SERVICE DU POINT DE VUE DE LA CLIENTÈLE

- o Introduction d'un formulaire électronique de demandes de passeport en ligne, que les demandeurs peuvent remplir en direct, imprimer et présenter ou envoyer par la poste à un bureau de PPTC.
- o Introduction dans la foulée du 11 septembre de mesures de sécurité renforcées, parmi lesquelles :

- embauche et formation immédiates du personnel des passeports supplémentaire;
- renforcement des vérifications des antécédents et du répondant;
- formulaire de demande révisé, ce qui inclut les antécédents d'emploi et de résidence;
- affectation de gardes de sécurité et installation de caméras dans tous les bureaux des passeports;
- mise en place d'un processus de vérification des données en direct avec les provinces;
- remaniement du passeport en 2002, de manière à le rendre moins vulnérable aux fraudes;
- obligation pour les enfants de posséder leurs propres passeports;
- amélioration des procédures de vérification du renouvellement des passeports.

- o Mise au point et distribution d'outils d'identification des documents pour renforcer la capacité des examinateurs de vérifier l'authenticité des pièces d'identité et aide-mémoire pour la réalisation des vérifications du répondant.
- o Gestion efficace du surcroît de travail enregistré au cours des dernières années, grâce aux activités menées pour élargir l'accès. Il en est découlé une diminution du délai de traitement et des délais d'attente, en comparaison des années précédentes.

Tableau 18 : Politiques sur les voyages

**Organisation :** Le ministère des Affaires étrangères et du Commerce international (Affaires étrangères) respecte les Autorisations spéciales de voyager du Conseil du Trésor.

**Autorisation :** S.O.

**Portée :** S.O.

**Principales différences visant les dispositions de la politique :** S.O.

**Principales répercussions financières des différences :** S.O.

COMPARAISON AVEC LA DIRECTIVE SUR LES VOYAGES, LES TAUX ET LES INDEMNITÉS DU CONSEIL DU TRÉSOR

**Organisation :** Le ministère des Affaires étrangères et du Commerce international (Affaires étrangères) respecte la Directive sur les voyages, les taux et les indemnités du Conseil du Trésor.

**Autorisation :** S.O.

**Portée :** S.O.

**Principales différences visant les dispositions de la politique :** S.O.

**Principales répercussions financières des différences :** S.O.

Tableau 17 : Initiatives d'amélioration des services

- PPTC s'est engagé à continuer à trouver des façons d'accroître les moyens que peuvent utiliser les Canadiens pour présenter des demandes de services de passeport et pour améliorer l'efficacité et les services prévus dans le Rapport sur les plans et les priorités de 2004-2005. PPTC a effectué des améliorations dans les domaines suivants :

- o Réalisation d'un projet pilote de normalisation et d'examen des processus de demandes postales et de demandes présentées par les députés et examen du processus d'impression au Centre d'imprimerie de Mississauga. PPTC a utilisé une méthodologie simplifiée pour examiner et peaufiner les processus de ces sections. L'évaluation de chaque projet pilote a révélé que nous étions en mesure d'influer favorablement sur la productivité, réduisant ainsi les coûts et les délais.
- o Lancement d'un projet sur les délais d'attente estimés dans les deux bureaux de Calgary. Ce nouveau projet accorde aux habitants de Calgary un accès par Internet aux données qui leur indiquent les délais d'attente en cours, ainsi que les délais historiques dans les bureaux des passeports de cette ville.
- o Réalisation de progrès importants relativement au projet des agents réceptionnaires, qui élargit l'accès aux services de passeport par l'intermédiaire de réseaux externes à PPTC.
- o Signature d'un PE avec Postes Canada en septembre 2004, qui détaille les attentes de chacune des parties à l'égard des succursales postales désignées, qui doivent remplir le rôle d'agents réceptionnaires des demandes relatives aux passeports.
- o En vertu du PE, 58 points de service de Postes Canada offrent désormais un accès aux services de passeport.
- o Lancement d'un projet pilote à la fin de 2004 avec Développement social Canada et RHDC, dans le cadre de l'initiative Service Canada. Le projet pilote a permis de faire l'essai de l'utilisation de trois centres de HRDCC désignés à Brandon, Manitoba, Kamloops, Colombie-Britannique et Drummondville, Québec, à titre d'agents réceptionnaires des demandes relatives aux passeports. Ces 61 agents réceptionnaires ont été à l'origine de la délivrance de plus de 57 000 passeports.
- o Cela représente environ 2,2 % du nombre total de passeports délivrés.
- o Hausse de l'utilisation des agents réceptionnaires par les clients au début de 2005 et pénurie de capacité durant la saison haute, avec pour résultats une réduction de notre capacité d'accomplir nos objectifs de délai de traitement. Début mars 2005, cette section a étudié la capacité des régions de contribuer au traitement de cette demande. Cette solution s'est traduite par la rectification des délais de traitement, pour atteindre les normes habituelles.
- o Lancement du projet pilote des renouvellements au cours de l'été 2004, pour améliorer la convivialité pour les clients. Ce projet pilote invite les Canadiens admissibles à renouveler leurs passeports au moyen d'un processus par voie postale simplifié. Ce projet pilote a fait l'objet d'une évaluation en décembre 2004. Plus de 38 000 invitations ont été envoyées dans le cadre de ce projet et 11 785 passeports ont été délivrés. Le délai de traitement moyen était de deux jours et un sondage de satisfaction de la clientèle a révélé un degré élevé de satisfaction à l'égard de ce mode de prestation.
- o Début du projet Passeport en direct, en tant que résultat direct de la priorité accordée au gouvernement à la prestation des services gouvernementaux clés en ligne. Ce projet tire profit de la technologie Internet pour fournir aux demandeurs un accès accru aux services de passeport. À ce jour, le projet Passeport en direct a terminé la rédaction d'un formulaire de demande interactif en ligne, qui a été mis à la disposition des demandeurs à la fin janvier 2005. En date du 31 mars 2005, 4 893 passeports avaient été délivrés par l'intermédiaire de ce service en ligne.

- PPTC a effectué diverses autres initiatives, pour améliorer le service à la clientèle au cours de l'année écoulée :

- o Lancement d'une initiative de prolongation des heures de service, pour mieux traiter le volume au cours de la haute saison. Aux termes de cette initiative, nous avons prolongé les heures d'ouverture de base de PPTC de jusqu'à 25 %, ce qui inclut l'ouverture des bureaux le samedi dans certains cas. Les bureaux ouverts certaines heures le samedi ont constaté un étallement de la demande de services du lundi au vendredi, avec pour résultat une diminution globale des délais d'attente pour les clients. Nous avons ouvert quatre nouveaux bureaux à Whitby, Brampton, Calgary Sud et Pointe-Claire.
- o Lancement du portail Web pour les membres du Parlement le 27 septembre 2004, qui permet l'échange rapide et direct d'informations concernant les questions reliées aux demandeurs de passeport pour les députés.

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Tableau 17 : Initiatives d'amélioration des services

3. NORMES DE SERVICE S'APPLIQUANT À TOUS LES SERVICES PUBLICS ESSENTIELS : FIXATION DE NORMES ET RENDEMENT PAR RAPPORT À CES NORMES

- Bureaux régionaux, 76 %
- Services des demandes reçues par la poste, 16,5 %
- Missions à l'étranger, 4 %
- Agents réceptionnaires, 2 %
- Renouvellements, 0,66 %

Les objectifs en matière de délai de traitement pour les bureaux régionaux ont été remplis pour 97 % des demandes régulières, soit une augmentation de 2 % par rapport à l'an dernier. Les délais de traitement pour le service urgent et express ont diminué de 0,2 % et de 0,1 % respectivement, en raison de l'augmentation en volume de 11,3 % pour ce service offert.

Les délais de traitement des demandes reçues par la poste ont été satisfaisants pour 94,6 % des demandes, alors que les volumes ont augmenté de 3 % en 2004-2005. Les ETP connexes ont été réduits de 21 %, et pourtant la productivité a augmenté de 47 %, ce qui a permis l'amélioration de 3 % des délais de traitement par rapport à l'an dernier.

(Nota : Les pourcentages relatifs aux délais de traitement déclarés pour les demandes postales en 2003-2004 étaient inexacts. L'analyse de suivi indique un résultat de 91,6 % pour 2003-2004.)

Les agents réceptionnaires de Postes Canada ont accompli les objectifs de délai de traitement pour 77 % des demandes. Les délais de traitement des agents réceptionnaires ont souffert de l'augmentation importante du volume au cours du quatrième trimestre 2004-2005.

Les autres résultats en matière de délais de traitement sont les suivants :

- Agents réceptionnaires de RHDCC, 85,5 %
- Renouvellements, 99,9 %
- Passeport en direct, 98,5 %

Les délais d'attente se sont améliorés de manière significative en 2004-2005. Au total, 75 % des clients ont attendu moins de 45 minutes, ce qui révèle un gain en pourcentage de 15 points par rapport à l'an dernier. Le délai moyen s'est amélioré de 34 % par rapport à l'année précédente, toutefois, l'objectif de 95 % pour 2004-2005 n'a pas été atteint. Les améliorations des processus prévus au cours des prochaines années ont été conçues pour améliorer le délai de traitement des demandes, ce qui réduira les délais d'attente.

Les motifs d'amélioration des délais d'attente sont les suivants :

- Les ETP opérationnels ont augmenté de 13,5 % par rapport à 2003-2004, avec une augmentation subéquente de l'utilisation des services au comptoir de 1,5 % par rapport à l'année précédente.
- De nouvelles initiatives pour détourner la clientèle des comptoirs de services au public ont été mises en œuvre.
- L'augmentation du nombre des points de service des agents réceptionnaires a soulagé les préposés au service au comptoir d'une partie de leur charge de travail.
- Les renouvellements ont également détourné les clients du service au comptoir, ceux-ci représentant 0,6 % du volume annuel. Les examens des Passeport en direct étaient en moyenne plus rapides de deux minutes que les demandes régulières.
- Les bureaux ouverts le samedi ont constaté un étalement de leur volume de semaine, avec pour conséquence une réduction du nombre des jours à fort volume.
- De nouvelles initiatives ont été introduites pour informer le public des délais d'attente en ligne à Calgary et à Calgary Sud.
- PPTC a élaboré un cadre d'amélioration continue au cours de l'exercice 2004-2005 pour assurer l'uniformité de la mise en œuvre et des opérations, en faisant la promotion de l'amélioration du rendement de tous les systèmes de gestion de la qualité.

Tableau 17 : Initiatives d'amélioration des services

## 2. ÉLABORATION D'UNE BASE DE RÉFÉRENCE SUR LES NIVEAUX DE SATISFACTION DE LA CLIENTÈLE ET PROGRÈS RÉALISÉS SUR LA VOIE DE L'ACCOMPLISSEMENT DES OBJECTIFS DE SATISFACTION

L'objectif de l'Initiative d'amélioration des services (IAS) consistait à améliorer la satisfaction des clients de 10 % entre 2000 et 2005.

Passport Canada évalue la satisfaction de la clientèle au moyen de trois indicateurs :

- 1) Pourcentage de clients satisfaits (c.-à-d. « Satisfait » et « Très satisfait »);
- 2) Note moyenne sur une échelle de 10 points, allant de 0 « Très mécontent » à 10 « Très satisfait »;
- 3) Pourcentage de clients qui ont sélectionné « Très satisfait », soit la catégorie la plus élevée.

PPTC contrôle les trois indicateurs, étant donné qu'ils nous fournissent une évaluation exhaustive de la satisfaction de la clientèle.

Les progrès réalisés en matière de satisfaction de la clientèle ont été ralentis par les activités postérieures au 11 septembre, y compris le renforcement des mesures de sécurité et des critères d'admissibilité au passeport. Au cours de cette première année de transition, du point de vue de nos exigences, PPTC a été en mesure de conserver sa cote de satisfaction moyenne (8,1) et, concrètement, d'accroître de six points de pourcentage le résultat de la catégorie supérieure (« Très satisfait ») de l'échelle de satisfaction. Toutefois, les mesures de renforcement et les critères de PPTC ont eu une incidence notable sur les résultats en termes de satisfaction révélés par le sondage de satisfaction de 2003-2004, provoquant une chute des trois indicateurs de résultats.

Les résultats de l'Enquête de satisfaction de la clientèle de 2004-2005 révèlent qu'après une diminution des niveaux de satisfaction, ceux-ci remontent pour atteindre les niveaux atteints au cours des premières années du programme.

Viser des niveaux de satisfaction supérieurs (« Très satisfait ») est considéré comme un objectif à long terme fondé sur les résultats des initiatives de service à la clientèle actuellement introduites à PPTC. En fait, étant donné que le PPTC obtient régulièrement des niveaux de satisfaction supérieurs, il est plus difficile d'accroître le pourcentage des clients satisfaits et très satisfaits (dont le pourcentage se situe actuellement à 94 %). Aussi, PPTC vise aujourd'hui à accroître le niveau de satisfaction de la catégorie supérieure (« Très satisfait ») du barème, tout comme le font tous les organismes de niveau international.

## 3. NORMES DE SERVICE S'APPLIQUANT À TOUS LES SERVICES PUBLICS ESSENTIELS : FIXATION DE NORMES ET RENDEMENT PAR RAPPORT À CES NORMES

Les bureaux régionaux ont reçu 76,5 % de toutes les demandes par l'intermédiaire du service au comptoir, soit une diminution de 3 % par rapport à l'an dernier. Les demandes envoyées par la poste ont augmenté de 0,7 % par rapport à l'an dernier. Les agents réceptionnaires, nouveau service introduit en 2004, ont traité plus de 57 000 demandes, soit 2 % de toutes les demandes reçues. Le volume des demandes reçues a augmenté légèrement, soit de 0,26 % par rapport à la dernière année financière. Nous constatons des changements dans les volumes par méthode de traitement depuis l'introduction des agents réceptionnaires, ainsi que des renouvellements. Quarante-cinq pour cent du volume de l'année était concentré au dernier trimestre.

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Tableau 16 : Approvisionnement et passation des marchés

Ministère des Affaires étrangères et du Commerce international (Affaires étrangères)

- Pour l'administration centrale, le système automatisé de gestion des stocks pour l'ameublement et les fournitures de bureau a été mis en œuvre avec succès en 2004 -2005. Il fait partie d'un système de gestion des finances et du matériel et fournit une liste d'inventaire précise, qui est essentielle au succès des projets de logement et des opérations des programmes du Ministère. Les améliorations de rendement obtenues dans l'intégration de la gestion des biens avec des projets plus vastes assurent que le service a une rentabilité maximale.
- Des mises à niveau nombreuses sont continuellement appliquées au système de gestion des biens de la technologie de l'information pour répondre à l'impulsion de la direction générale en matière d'amélioration de la gestion des services et du suivi des biens. Notamment, des rapports de surveillance des écarts et des rapports sur l'ajout de moyens de relève dans le réseau sont régulièrement communiqués aux professionnels de la technologie de l'information des missions.
- Une grande quantité de travail a été accomplie pour ce qui est de l'examen des processus et de l'incorporation de bonnes pratiques de gérance dans les opérations quotidiennes. Des exemples concrets sont la Demande de rabais sur volume (DRV) pour les PC, qui a permis de réaliser d'énormes économies, ainsi que la consolidation des ententes de maintenance et des besoins logiciels.
- Une nouvelle liste de fournisseurs qualifiés a été établie, ainsi qu'une base de données de gestion des marchés pour les projets de construction, afin d'améliorer l'efficacité des processus de passation de marchés du Ministère.

Tableau 17 : Initiatives d'amélioration des services

1. PROGRAMMES ET SERVICES VISÉS PAR UN PLAN D'AMÉLIORATION DES SERVICES

Programme de mesure de la satisfaction de la clientèle de Passeport Canada

En 2001, Passeport Canada (PPTC) lançait un programme continu de mesures de la satisfaction de la clientèle, composé des volets suivants :

- une mesure globale, annuelle, visant à comprendre la dynamique de la satisfaction de la clientèle, l'importance qu'accordent les clients aux divers aspects du service et les priorités en matière d'amélioration définies par les clients;
- une mesure précise et locale de la satisfaction de la clientèle à l'échelon des autorités délivrant les passeports (bureau).

La première mesure était fondée sur un sondage téléphonique qui a lieu chaque printemps auprès des clients qui ont présenté une demande entre le 2 janvier et le 31 mars. À partir de 2001, à l'exception de 2002, PPTC a effectué un sondage national de satisfaction de la clientèle tous les ans.

La seconde mesure est constituée par un questionnaire à remplir soi-même retourné avec le passeport à la fin de l'automne ou au début de l'hiver. Le questionnaire est prévu pour être administré tous les trois ans. Le premier sondage de satisfaction de la clientèle local a été réalisé en 2002, dans les bureaux de PPTC de l'ensemble du pays. Le second sondage local est prévu avant la fin de l'année civile 2005.

Les principes de l'outil des mesures communes ont été intégrés pour assurer la conformité à l'approche « unifiée » du gouvernement du Canada en matière de mesure de la satisfaction. Les sondages permettent à PPTC d'assurer le suivi de l'utilité déclarée par les clients, de leur degré de satisfaction, des trois indicateurs de la satisfaction de la clientèle et des priorités en matière d'amélioration.

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Tableau 16 : Approvisionnement et passation des marchés

Ministère des Affaires étrangères et du Commerce international (Affaires étrangères)

Points à traiter : Progrès et nouvelles initiatives permettant de mettre en place des pratiques d'approvisionnement performantes et pertinentes.

Commentaires de l'organisation : Principales réalisations :

- Augmentation importante de la formation sur la passation des marchés au cours de l'année précédente, d'où une meilleure connaissance des pratiques, des procédures et des politiques de passation de marchés. La formation sera aussi offerte dans les missions au cours de l'exercice 2005-2006.
- Accroissement de l'utilisation (avec moins de dépendance à l'égard de la méthode classique de mise en concurrence) de la méthode de mise en concurrence au moyen du système électronique d'appel d'offres du gouvernement.
- Mise en place de plusieurs offres à commandes pour divers produits, afin de répondre aux exigences opérationnelles, d'où un processus de passation de marchés plus efficace et un meilleur rapport qualité-prix pour la Couronne.
- Mise en œuvre d'un système automatisé de passation de marchés partout dans le monde en décembre 2004 pour gérer les contrats conclus par les fonctionnaires du Ministère et saisir les données pertinentes sur tous les contrats de plus de 5 000 \$.
- Achèvement réussi en 2004-2005 de la phase finale d'un système automatisé de gestion des stocks pour l'ameublement et les fournitures de bureau de l'administration centrale.
- Dépassement des cibles concernant les approvisionnements auprès des entreprises autochtones.
- Établissement de nouvelles listes de fournisseurs qualifiés ainsi que d'une base de données de gestion des contrats pour les projets de construction, afin d'améliorer l'efficacité des processus ministériels de passation de marchés.
- Conclusion d'une entente pluriannuelle de plusieurs millions de dollars pour les télécommunications, afin de répondre aux besoins des services communs à l'étranger et d'obtenir un meilleur rapport qualité-prix, grâce à laquelle la Couronne bénéficie immédiatement des coûts-avantages.
- Mise au point de pratiques ayant pour but de fournir un cadre de gestion solide pour les marchés de services et de promouvoir les principes clés de la fonction de contrôleur moderne.

Le renforcement des pratiques a été constaté à la suite des initiatives suivantes :

- Un système automatisé de passation de marchés a été mis en œuvre partout dans le monde en décembre 2004 pour saisir les données pertinentes sur tous les marchés de plus de 5 000 \$.
- La formation sur la passation de marchés continue d'être une priorité. Des cours adaptés aux divers niveaux de connaissances ont été créés et donnés, y compris en ligne. La formation régionale dans plus de 40 missions à l'étranger est prévue durant l'exercice 2005-2006.
- L'utilisation de MERX pour les marchés attribués en régime concurrentiel continue d'augmenter, d'où une réduction de la dépendance à l'égard des méthodes classiques de mise en concurrence. Des offres à commandes pour services professionnels ont été établies dans les cas où cela représentait la façon la plus efficace de répondre aux exigences opérationnelles et d'obtenir le meilleur rapport qualité-prix pour la Couronne.
- Grâce à sa participation à l'initiative gouvernementale Solutions d'avenir, le Ministère prévoit continuer à améliorer le rendement, d'où une diminution des coûts de soutien des exigences relatives aux programmes.
- Pour les marchés de services professionnels et de projets internationaux de construction, la direction générale responsable a créé un service consultatif sur les marchés afin de fournir des avis et de surveiller les marchés, ainsi qu'un comité sur les questions contractuelles pour surveiller les pratiques de passation de marchés du Ministère pour ces types de services. Le processus de passation de marchés reçoit le soutien de conseillers juridiques spécialisés et de spécialistes des approvisionnements.

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Tableau 16 : Approvisionnement et passation des marchés

Ministère des Affaires étrangères et du Commerce international (Affaires étrangères)

- d'élaborer la politique;
- de donner des avis;
- de surveiller les activités de passation de marchés conformément aux accords commerciaux et à la politique du gouvernement, et d'en rendre compte.

Lorsque cela est rentable, l'approvisionnement des produits est géré par des centres d'expertise centralisés au Canada pour le matériel et les périphériques informatiques, l'équipement et les fournitures de sécurité, les meubles et les fournitures de bureau, ainsi que le logement du personnel au pays et à l'étranger. Dans tous les cas, les principes clés de gestion des biens et du matériel durant le cycle de vie de ce dernier sont appliqués. Le soutien logistique à l'administration centrale, aux bureaux régionaux et aux missions à l'étranger constitue aussi un facteur majeur dans les décisions concernant les investissements et les approvisionnements. Les missions continuent d'acheter certains produits dans le cas où il est impossible de réaliser des économies par le biais d'une approche centralisée.

**Points à traiter :** Aperçu du mode de gestion de la fonction de passation des marchés du Ministère.

**Commentaires de l'organisation :** Le MAECI (Affaires étrangères) et le Ministère du Commerce international fonctionnent dans un environnement d'approvisionnement décentralisé à l'administration centrale, dans les régions et dans les missions à l'étranger.

Le système ministériel automatisé de passation de marchés :

- permet la surveillance des marchés et la production de rapports;
- répond à l'obligation d'informer le public des marchés de plus de 10 000 \$;
- facilite la mise au point de stratégies d'approvisionnement à l'échelle du gouvernement et des ministères.

Les Comités de révision des contrats (CRC) à l'administration centrale et dans les missions à l'étranger examinent avec soin tous les contrats pour s'assurer que l'on fait preuve de prudence et de probité ainsi que d'ouverture d'esprit et de transparence, que tous les fournisseurs sont traités de manière égale et, enfin, que l'on obtient le meilleur rapport qualité-prix tout en répondant aux exigences opérationnelles relatives à l'exécution des programmes.

Le site ministériel des contrats, qui donne accès à une vaste gamme de liens et de documents sur les politiques, de guides, d'outils, de modèles et de formulaires utilisés par les employés du Ministère pour préparer les contrats et les documents d'invitation à soumissionner, est continuellement amélioré.

Des formations en classe et en ligne sont continuellement offertes aux fonctionnaires de l'administration centrale et des missions.

Le Ministère gère sa fonction d'approvisionnement en assumant un leadership ministériel dans le développement de ses systèmes informatiques, ainsi que de son infrastructure de biens immobiliers et des actifs associés. Cela comprend les politiques ministérielles, les processus, les systèmes, les normes de service et les contrôles de qualité régissant l'approvisionnement des produits et la gestion du cycle de vie des biens et des équipements. En outre, les Services intégrés donnent des conseils aux employés du Ministère sur la mise au point d'approches rentables pour ce qui est de l'approvisionnement des produits et des services, afin que les activités des programmes du MAECI (Affaires étrangères) et du Ministère du Commerce international se réalisent dans les délais prescrits, sans dépassement des budgets. Les stratégies utilisées sont clairement identifiées et harmonisées aux objectifs du gouvernement fédéral.

Un Comité de gestion du matériel constitué de membres de chacun des centres d'expertise examine les questions relatives aux approvisionnements et conçoit des stratégies générales pour s'assurer que les approvisionnements évoluent positivement et selon les nouvelles priorités du gouvernement.

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Tableau 15 : Stratégie de développement durable (SDD)

Ministère des Affaires étrangères et du Commerce international (Affaires étrangères)

- Améliorer, par la formation et les communications, les connaissances et les compétences du Ministère en ce qui concerne l'application des principes du développement durable. Progrès accomplis : Un cours de sensibilisation au développement durable, d'une durée approximative de six heures, a été mis au point à l'intention expresse du personnel des missions. Le cours a été mis à l'essai dans les ambassades au Costa Rica et au Venezuela en février 2005; il a suscité des commentaires positifs de la part d'une cinquantaine d'employés. Les projets concernant d'autres cours à offrir à l'administration centrale ont été reportés.

**Points à traiter :** Quels progrès avez-vous réalisés jusqu'à maintenant? (Résultats atteints par rapport aux objectifs et progrès réalisés par rapport aux cibles.)

**Réponse du Ministère :** Voir les descriptions des progrès réalisés qui ont été intercalées ci-dessus.

**Points à traiter :** Quelles sont, s'il y a lieu, les modifications que vous avez apportées?

**Réponse du Ministère :** La restructuration du MAECI a empêché l'exécution d'un certain nombre de programmes de sensibilisation, de formation et de promotion du développement durable. Nous avons établi un nouvel échéancier et nous devrions procéder à leur mise en œuvre en 2005-2006.

Afin de tirer parti des leçons apprises, le Ministère a participé avec d'autres ministères à un atelier afin de déterminer les progrès obtenus grâce à cette ronde de stratégies et de tracer un portrait des difficultés qu'il reste à surmonter. L'uniformisation de la présentation des stratégies ministérielles est l'un des aspects qui ont été améliorés. Néanmoins, on constate toujours la nécessité d'un axe central autour duquel les ministères fédéraux pourraient structurer leurs stratégies afin de maximiser leurs capacités propres et de réaliser des progrès concrets et mesurables que le public pourrait comprendre. Il est également nécessaire d'uniformiser la présentation et la formulation des stratégies.

Le Ministère participe maintenant à la mise sur pied d'un réseau international de mise en commun des pratiques exemplaires en matière de développement durable, au sein duquel il diffusera ses connaissances dans de nombreux domaines, dont l'élaboration et la mise en œuvre de stratégies efficaces.

Tableau 16 : Approvisionnement et passation des marchés

Ministère des Affaires étrangères et du Commerce international (Affaires étrangères)

**Points à traiter :** Rôle joué par les services d'approvisionnement et de passation des marchés dans l'exécution des programmes.

**Commentaires de l'organisation :** En ce qui concerne la passation des marchés de services, la Direction générale des services intégrés (Direction générale de l'administration centrale, SPD) joue le rôle de centre d'expertise pour MAECI (Affaires étrangères) et du Ministère du Commerce international, tout aussi bien au Canada qu'à l'étranger. Son mandat est :

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Tableau 15 : Stratégie de développement durable (SDD)

Ministère des Affaires étrangères et du Commerce international (Affaires étrangères)

- Fournir une coordination internationale et un leadership stratégique pour l'universalisation, la mise en œuvre et la durabilité de la Convention d'Ottawa, qu'est le cadre international visant la lutte permanente pour l'élimination des drames humains causés par les mines antipersonnel. Progrès accomplis : Le Ministère a joué un rôle central tant du point de vue du leadership que du financement lors du Sommet de Nairobi sur un monde sans mines, première Conférence d'examen de la Convention d'Ottawa. Parmi les résultats de la Conférence, on compte le Plan d'action de Nairobi, une stratégie en 70 points pour promouvoir la Convention, détruire les stocks de mines, déminer les zones affectées, obtenir du financement et aider les victimes au cours des cinq prochaines années. La Conférence a également entraîné l'adhésion, fortement médiatisée, de l'Éthiopie à la Convention, pays gravement affecté par les mines.
  - Obtenir la participation des partenaires, des directions générales géographiques et des missions (y compris par des visites) dans la planification, la programmation et la surveillance d'activités touchant la sécurité humaine dans le contexte du Programme de consolidation de la paix et de la sécurité humaine créé pour promouvoir les objectifs du Canada en matière de sécurité humaine. Progrès accomplis : Le Programme pour la sécurité humaine du Ministère a obtenu la participation de toutes les directions générales géographiques et fonctionnelles, des missions et des autres ministères fédéraux à la conception et à l'examen détaillé des propositions. La surveillance et l'évaluation du programme au Moyen-Orient, en Amérique centrale et en Amérique du Sud ont fait l'objet d'une étroite coordination avec les missions et les ministères touchés. De plus, des partenaires canadiens clés ont participé directement aux consultations annuelles sur la consolidation de la paix et la sécurité humaine, organisées en collaboration par le Ministère, l'ACDI, le Centre de recherches pour le développement international (CRDI), le Comité coordonnateur canadien pour la consolidation de la paix, qui représente la société civile canadienne, et le Consortium canadien sur la sécurité humaine, qui représente la communauté universitaire.
  - Continuer de promouvoir l'entrée en vigueur, d'ici février 2005, de la Convention sur la conservation et la gestion des stocks de poissons grands migrants dans l'ouest et le centre de l'océan Pacifique, notamment en consultant les provinces et les territoires, en participant à la Conférence préparatoire, en encourageant l'engagement d'États pêcheurs clés et en envisageant la ratification par le Canada. Progrès accomplis : La Convention est entrée en vigueur en juin 2004. En décembre 2004, le Canada a participé à la Conférence préparatoire finale ainsi qu'à la première réunion de la Commission nouvelle-ment créée. La ratification de la Convention par le Canada est envisagée sérieusement.
  - Conclure les négociations sur l'adhésion éventuelle du Canada à une Convention renforcée de la Commission interaméricaine du thon tropical et envisager l'adhésion du Canada, afin d'améliorer la conservation et la gestion des stocks de poisson. Progrès accomplis : Le Canada a signé la Convention d'Antigua en décembre 2004 et envisage actuellement sa ratification. Le Ministère a participé activement à la négociation du texte de la Convention d'Antigua, qui renforce et modernise la Commission interaméricaine du thon tropical.
  - Amorcer au début de 2004 un processus d'élaboration d'un régime climatique mondial basé sur l'application du Protocole de Kyoto et l'adoption des Accords de Marrakech (conclusion prévue en 2005). Cela suppose de procéder à une analyse rigoureuse des intérêts et des options du Canada en ce qui concerne de futurs engagements, pour s'assurer que les intérêts du Canada seront clairement définis lorsque seront entreprises, en 2005, les négociations sur une deuxième période d'engagements. Progrès accomplis : Lors de la 10<sup>e</sup> Conférence des parties tenue à Buenos Aires en décembre 2004, le ministre de l'Environnement, Stéphane Dion, a soumis à la communauté internationale cinq principes qui doivent guider notre lutte à long terme contre les changements climatiques. Ces principes s'appuient sur le travail d'experts de nombreux ministères, dont le MAECI. De plus, le Canada a fait preuve de leadership sur le plan international en offrant d'accueillir la Conférence de Montréal sur les changements climatiques en décembre 2005. Il s'agira de la première rencontre des parties depuis l'entrée en vigueur du Protocole. Le Canada saisira cette occasion de contribuer activement à modeler le régime climatique international qui prévaudra après 2012.
  - Travailler avec d'autres pays en vue d'établir un cadre réaliste et ciblé pour les pourparlers sur un régime international propre à promouvoir et à assurer le partage juste et équitable des avantages résultant de l'utilisation des ressources génétiques.
- Progrès accomplis : Afin de faciliter les négociations entre gouvernements sur un éventuel régime international d'accessibilité et de partage des avantages découlant de l'utilisation des ressources génétiques aux termes de la Convention sur la diversité biologique des Nations Unies, la Conférence des Parties a adopté un cadre de référence en février 2004. Ce cadre guidera les prochaines séries de négociations sur le régime.

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Tableau 15 : Stratégie de développement durable (SDD)

Ministère des Affaires étrangères et du Commerce international (Affaires étrangères)

**Points à traiter :** Quels sont les principaux buts, objectifs ou cibles à long terme de la SDD?

**Réponse du Ministère :** Action 2006, Stratégie de développement durable du ministère des Affaires étrangères et du Commerce international, fournit un cadre pour les initiatives de développement durable du Ministère de 2004 à la fin de 2006. La stratégie vise quatre buts :

- assurer une meilleure intégration du développement durable dans les politiques, les programmes et les activités du Ministère;
- veiller à ce que l'engagement du Canada à l'égard du développement durable soit évident dans ses relations bilatérales, régionales et multilatérales;
- promouvoir la sécurité internationale et le respect des droits de la personne, la bonne gouvernance et la primauté du droit comme conditions préalables du développement durable;
- donner suite aux engagements prioritaires du Ministère liés au Sommet mondial sur le développement durable de Johannesburg 2002.

Action 2006 et le premier rapport annuel sur les progrès accomplis dans la mise en œuvre du développement durable (<http://www.dfait-maeci.gc.ca/sustain/sd-dd/menu-fr.asp>).

**Points à traiter :** En quoi vos principaux buts, objectifs ou cibles à long terme de la SDD contribuent-ils à l'atteinte des résultats stratégiques du Ministère?

**Réponse du Ministère :** Les quatre buts relient les résultats clés souhaités par rapport à l'objectif stratégique du Ministère pour la période 2004-2007, qui est de comprendre et de promouvoir les intérêts du Canada à l'échelle internationale. Ces résultats clés sont :

- une influence plus marquée aux États-Unis;
- la promotion du programme national du Canada par l'action sur la scène internationale;
- le renforcement des institutions multilatérales fondées sur des règles et de la cohérence des politiques;
- la défense efficace des intérêts du Canada en matière de sécurité mondiale et humaine;
- un soutien accru à l'étranger en faveur des droits de la personne, de la démocratie et de la bonne gouvernance.

Cette pertinence se reflète également dans les cibles 2004-2005 qui appuient les buts d'Action 2006 et les progrès accomplis quant à leur réalisation.

**Points à traiter :** Quelles étaient vos cibles pour la période couverte par le rapport?

**Réponse du Ministère :** Pour la période couverte par le rapport, les cibles du Ministère étaient les suivantes :

- Participer à la révision décennale de l'Accord nord-américain de coopération dans le domaine de l'environnement afin de mieux préserver, protéger et mettre en valeur l'environnement de l'Amérique du Nord par la coopération et l'application efficace de lois sur l'environnement. Progrès accomplis : Le Ministère a joué un rôle actif pour faire en sorte que les recommandations clés du rapport du Comité de révision décennale et d'évaluation au Conseil de la Commission de coopération environnementale (CCE) soient intégrées aux opérations et aux activités de la CCE. Entre autres, le Ministère a joué un rôle important dans l'élaboration du Plan stratégique sur le commerce et l'environnement de la CCE. Il a également veillé à ce que la Commission du libre-échange de l'Accord de libre-échange nord américain (ALENA) et la CCE coordonnent mieux leurs efforts dans l'élaboration du programme de travail de la CCE.

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Tableau 14 : Réponse aux comités parlementaires, aux vérifications et aux évaluations pour l'exercice 2004-2005

Réponse aux comités parlementaires :

Voir le rapport du Comité permanent des affaires étrangères et du commerce international intitulé Regard sur les relations du Canada avec les pays du monde musulman : <http://www.parl.gc.ca/committee/CommitteePublication.aspx?COM=0&SourceId=76222&SwitchLanguage=1>

Réponse au vérificateur général :

S.O.

Vérifications ou évaluations externes :

S.O.

Vérifications ou évaluations internes :

Les rapports de vérification et d'évaluation suivants ont été affichés sur le Web en 2004 - 2005:

Vérifications des missions :

- o Berlin
- o Boston
- o Chicago
- o Detroit
- o Lisbonne
- o New Delhi
- o New York
- o Osaka
- o Oslo
- o Paris
- o Délégation permanente du Canada auprès de l'OCDE
- o Délégation permanente du Canada auprès de l'UNESCO
- o Nations
- o La Haye
- o Tokyo
- o Tripoli
- o Délégation permanente du Canada auprès de l'ONU

Vérifications des garanties financières :

Gestion des créances

Vérification à l'AC :

Services ministériels de bibliothèque

Direction générale de l'Asie du Nord et du Pacifique

Vérifications des subventions et des contributions :

Contributions aux programmes environnementaux internationaux

Forum des Fédérations

Vérification de la gestion de l'information :

Connectivité du MAECI à Internet

Évaluations :

Évaluation formative du Forum des Fédérations

Liens Internet :

<http://www.dfait-maeci.gc.ca/departement/auditreports/auditreports-fr.asp>

**Commentaires sur les écarts :** Les paiements en remplacement d'impôts (PERI) sont des « subventions non discrétionnaires » dont le versement final est principalement affecté par une réévaluation des biens immobiliers appartenant aux ambassades des autres pays au Canada. Les PERI sont établis en fonction des autorités taxatrices de plusieurs villes du pays et sont de ce fait constamment révisés.

Résultats d'évaluation importants et adresse électronique de la dernière évaluation : S.O.

Total Business Line: Public 10 090 701,0 8 952 679,0 9 935 849,0 9 935 849,0 9 865 875,0 69 974,0  
Diplomacy

Total des paiements de transfert 10 090 701,0 8 952 679,0 9 935 849,0 9 935 849,0 9 865 875,0 69 974,0

Tableau 13 : Subventions conditionnelles (fondations) (en millions de dollars)

Nom de la fondation : Association de la communauté du Service extérieur (ACSE)

Date de mise en œuvre : 1<sup>er</sup> septembre 2004 Date de clôture : July 31, 2005 Total des affectations : S.O.

But du financement : Fournir une aide financière à l'ACSE et le salaire du coordinateur du bureau de l'ACSE.

Objectif(s), résultat(s) attendu(s) et renouvellement (selon les plans du Ministère) : Fournir aide et soutien aux employés permittants (et à leurs familles) à l'étranger du ministère des Affaires étrangères et du Commerce international (Affaires étrangères) et du ministère du Commerce international.

Résultats obtenus et progrès réalisés (selon les résultats obtenus pour l'ensemble du Ministère : Les résultats ont été obtenus.

Écarts entre les dépenses prévues et les dépenses réelles (\$)	2002 - 2003		2003 - 2004		2004 - 2005	
	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses prévues (\$)	Total des autorisations (\$)	Dépenses réelles (\$)	dépenses prévues et les dépenses réelles (\$)

Subventions conditionnelles 20 000,0 20 000,0 20 000,0 20 000,0 20 000,0 0,0  
Total des subventions 20 000,0 20 000,0 20 000,0 20 000,0 20 000,0 0,0

Commentaires sur les écarts : S.O.

Site de la fondation : <http://www.fsca-acse.org/>

Adresse URL du Rapport annuel de la fondation : <http://www.fsca-acse.org/>

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Secteur d'activités :	Diplomatie ouverte	Total du PPT	Commentaires sur les écarts : Ecart attribuable à un transfert à la Sécurité humaine.				
			2002 - 2003	2003 - 2004	2004 - 2005	Écarts entre les dépenses prévues et réelles (\$)	Écarts entre les dépenses prévues et réelles (\$)
			13 496 239,0	14 435 459,0	14 200 000,0	13 963 773,0	13 950 664,0
			249 336,0				249 336,0

Résultats d'évaluation importants et adresse URL de la dernière évaluation : L'évaluation du programme a été menée à terme en juillet 2005 et on publiera les résultats bientôt. Une vérification financière est prévue pour 2006-2007.							
Total de l'activité de programme : 23 694 675,0 26 651 718,0 24 014 000,0 24 235 500,0 24 180 435,0 (166 435,0)							
Politique mondiale et sécurité							
Total des paiements de transfert 23 694 675,0 26 651 718,0 24 014 000,0 24 235 500,0 24 180 435,0 (166 435,0)							

Nom du programme de paiement de transfert : Paiements en remplacement d'impôts à l'égard des biens immobiliers à vocation diplomatique ou consulaire et des organisations internationales au Canada (CT 826663)

Date de mise en œuvre : 18 janvier 1979 Date de clôture : S.O. Total des affectations : S.O.

**But du programme de paiement de transfert :** Ce protocole d'entente a pour objet d'énoncer la relation entre le ministère des Affaires étrangères et du Commerce international et Travaux publics et Services gouvernementaux Canada, région de la capitale nationale, en vertu du décret concernant les subventions aux biens immobiliers à vocation diplomatique ou consulaire et des organisations internationales (C.P. 1979-59, 18 janvier 1979), de la Loi sur les subventions aux municipalités et des lois et décrets remplaçants. Il établit les responsabilités et procédures concernant la prestation de services liés au versement de subventions accordées en remplacement d'impôts à l'égard de biens immobiliers et la longueur de façade ou de superficie en ce qui concerne les biens immobiliers à vocation diplomatique. Ces procédures ont pour but d'assurer la responsabilité fiscale et opérationnelle tout en favorisant l'exécution efficace du programme.

**Résultats obtenus et progrès réalisés :** Les obligations du Canada ont été honorées.

Secteur d'activités :	Sécurité et coopération internationales	Total du PPT	Écarts entre les dépenses prévues et réelles (\$)				
			2002 - 2003	2003 - 2004	2004 - 2005	Écarts entre les dépenses prévues et réelles (\$)	Écarts entre les dépenses prévues et réelles (\$)
			10 090 701,0	8 952 679,0	9 935 849,0	9 335 849,0	9 865 875,0
			69 974,0				69 974,0

**Secteur d'activités :**

Sécurité et coopération internationales

Total du PPT

Suite à la page suivante

comprendait des œuvres d'art, des sculptures et des prestations artistiques. Le cadeau du Canada au nouveau musée, une sculpture de l'artiste de Vancouver Susan Point, occupe une place de choix dans l'établissement. Cette sculpture a été photographiée plusieurs fois par les réseaux de télédiffusion lors de la présentation à la presse, et le *Washington Post* en a publié des photos à deux reprises.

2002 - 2003		2003 - 2004		2004 - 2005	
Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses réelles (\$)	Total des dépenses autorisations (\$)	Dépenses prévues et les dépenses réelles (\$)
Ecart entre					

Secteur d'activités :

Diplomatie ouverte	10 198 436,0	12 216 259,0	9 814 000,0	10 271 727,0	10 229 771,0	(415 771,0)
Total du PPT	10 198 436,0	12 216 259,0	9 814 000,0	10 271 727,0	10 229 771,0	(415 771,0)

**Commentaires sur les écarts :** Un financement supplémentaire de 400 000 \$ a été alloué afin de promouvoir l'identité canadienne à l'étranger et une plus grande cohésion sociale au Canada.

Résultats d'évaluation importants et adresse électronique de la dernière évaluation : S.O.

Nom du programme de paiement de transfert : Subventions aux relations académiques (CT 810393)

Date de mise en œuvre : 1<sup>er</sup> janvier 1989 Date de clôture : 31 mars 2005 Total des affectations : 261 041 024 \$

**But du programme de paiement de transfert :** Favoriser un intérêt éclairé, positif et soutenu à l'égard du Canada auprès des professionnels et des chefs de file (en particulier à l'intérieur de l'Amérique du Nord), établir des politiques canadiennes efficaces en matière d'éducation face à un contexte international en évolution et renforcer nos relations avec nos partenaires.

**Objectif :** Avancement de la politique étrangère du Canada dans le cadre de programmes et d'activités liés à l'enseignement.

Résultats prévus :

- Créer et élargir un réseau de spécialistes et de dirigeants bien informés sur les affaires internationales et maintenir chez eux un intérêt envers le Canada;
- Augmenter et raffermir les liens et les échanges entre les partenaires canadiens et étrangers (universitaires, chercheurs et étudiants);
- Fournir des conseils éclairés et pertinents en matière de politique sur l'éducation et les questions connexes.

**Résultats obtenus et progrès réalisés :** Les résultats prévus ont été pleinement atteints.

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**Résultats d'évaluation importants et adresse électronique de la dernière évaluation :** Le Programme de partenariat mondial du Canada est relativement jeune, ayant commencé en août 2003, et n'a pas à ce jour fait l'objet d'une évaluation formelle. Une telle évaluation est prévue pour 2005-2006.

Total de l'activité de programme : Politique mondiale et sécurité	300 696 463,0	364 499 321,0	462 666 700,0	505 905 805,0	378 905 419,0	83 761 281,0
Total des paiements de transfert	300 696 463,0	364 499 321,0	462 666 700,0	505 905 805,0	378 905 419,0	83 761 281,0

Nom du programme de paiement de transfert : Subventions d'appui aux relations culturelles (CT 829976)

Date de mise en œuvre : 7 août 2002 Date de clôture : 31 mars 2007 Total des affectations : 114 875 393 \$

**Description du programme de paiement de transfert :**

- sensibiliser les populations de l'étranger à la spécificité et à la culture canadiennes;
- exprimer clairement les opinions et les prises de position canadiennes dans les milieux officiels, les médias, les milieux d'affaires et ceux de la culture et de l'éducation, et plus généralement auprès du public;
- réfléchir sur le plan international la créativité et l'envergure des Canadiens;
- susciter de l'intérêt pour des études centrées exclusivement sur le Canada auprès d'institutions d'enseignement supérieur à l'étranger.

**Objectif :** L'atteinte des objectifs de la politique étrangère canadienne grâce à la promotion de la culture canadienne à l'étranger.

**Résultats prévus :** Création d'une image de marque innovatrice et diversifiée de la culture canadienne à l'étranger; des professionnels et des chefs de file étrangers affichant à l'égard du Canada un intérêt soutenu fondé sur de bonnes connaissances et de bonnes dispositions. À court terme, les artistes professionnels canadiens participeront à des manifestations culturelles de grande qualité à l'étranger; les agents, les imprésarios, les responsables de publication étrangers seront associés aux expositions et aux festivals artistiques canadiens; ainsi le Canada sera bien représenté dans le milieu artistique grâce aux activités de promotion à l'étranger.

**Résultats obtenus et progrès réalisés :** Le Programme ministériel de promotion des arts à l'administration centrale et dans les missions à l'étranger a attribué 420 subventions pour un total de 4,8 millions de dollars (excluant le financement Canada-France 2004). Ces subventions ont permis à des artistes et à des groupes culturels canadiens de faire des tournées internationales et aidé des festivals culturels à attirer des bailleurs de fonds étrangers. Des subventions ont été allouées à des artistes de toutes les provinces et de deux des trois territoires. Environ 70 % de ces subventions ont contribué à des activités dans des pays membres du G8 en reconnaissance de leur importance stratégique pour la politique étrangère du Canada. De plus, environ 15 % du total des subventions ont contribué à des activités dans d'autres pays prioritaires : Chine, Inde, Brésil et Mexique.

Le rôle clé du Ministère dans la promotion des arts et de la culture canadiens ont été appuyés par de nombreux partenaires, y compris le Conseil des arts du Canada, Patrimoine Canada, Téléfilm Canada, Industrie Canada, l'Office nationale du film du Canada, la Canadian Association for the Advancement of Music and the Arts, et l'Association pour l'exportation du livre canadien. La collaboration avec ces partenaires a également permis de multiplier les ressources : les 161 groupes artistiques ayant reçu l'appui du Ministère ont réussi à obtenir du financement auprès d'autres sources.

Les grands journaux américains *Washington Post*, *New York Times*, *LA Times* et *Washington Times* ont été très élogieux à l'égard d'une exposition d'art autochtone canadien, un projet appuyé par le ministère des Affaires étrangères et du Commerce international, et qui a été une attraction importante à l'ouverture du National Museum of the American Indian le 14 septembre 2004. L'exposition

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**Objectifs et résultats prévus :** Le Programme de partenariat mondial, approuvé par le conseil des ministres en 2002, vise à protéger les Canadiens des menaces émanant du terrorisme, des États déstabilisants ou en voie de le devenir, des risques posés par la prolifération des armes de destruction massive et des pandémies. La réalisation de ces objectifs passe par :

- la participation du Canada à la construction en Russie d'une installation visant à détruire les armes chimiques;
- le démantèlement de trois sous-marins nucléaires par année pendant les quatre prochaines années;
- la mise en œuvre de projets en vue d'améliorer la sécurité des matériaux nucléaires et radioactifs en Russie et dans les pays de l'AUS;
- l'adhésion du Canada au Centre international des sciences et de la technologie à Moscou. Le mandat du Centre vise à réduire le risque de prolifération grâce à la réorientation des anciens scientifiques de l'Union soviétique;
- l'élaboration d'une stratégie sur la biosécurité qui sera partie intégrante du programme d'ensemble du Canada sur la non-prolifération des armes bactériologiques dans le cadre du Programme de partenariat.

**Résultats à long terme :** Amointrissement de la menace posée par les ADM pour les Canadiens, renforcement de la non-prolifération sur le plan international, limitation des armements et régime de désarmement, et atteinte des objectifs du Canada en matière de sécurité intérieure et internationale.

**Résultats obtenus et progrès réalisés :** Le Programme de partenariat mondial du Canada a atteint ou est en voie d'atteindre tous ses objectifs :

- le Canada continue de contribuer à la construction de l'installation de destruction des armes chimiques à Shchuch'ye;
- le Canada a vidangé une première série de trois sous-marins, et deux d'entre eux ont été démantelés. Des discussions ont été entreprises en vue de conclure un accord pour le démantèlement d'une seconde série de sous-marins;
- par l'intermédiaire de l'Agence internationale de l'énergie atomique (AIEA), des projets ont été entrepris en vue d'améliorer la sécurité des matériaux nucléaires et radioactifs en Russie et dans les pays de l'ex-Union soviétique. Le Canada a aussi contribué à un projet américain qui vise à remplacer les derniers réacteurs nucléaires en Russie qui produisent du plutonium de grade pour armement;
- le Canada a adhéré au Centre international des sciences et de la technologie à Moscou et commence à financer des projets de recherche ainsi que d'autres activités afin de réorienter les anciens scientifiques d'armement;
- le Canada a élaboré et commencé à mettre en œuvre une stratégie de biosécurité.

Secteur d'activités :					
Sécurité et coopération internationales					
0,0	57 455 000,0	104 256 000,0	55 646 384,0	23 154 663,0	(81 101 337,0)
Total du PPT					
0,0	57 455 000,0	104 256 000,0	55 646 384,0	23 154 663,0	(81 101 337,0)

**Commentaires sur les écarts :** Les dépenses ont été effectuées à l'égard du fonds de contribution des intérêts canadiens à l'étranger (T624) ainsi que des subventions et contributions de la Direction du Programme de partenariat mondial (T710). En raison des délais associés aux projets du Centre international des sciences et de la technologie (CIST), le projet du réseau d'armes chimiques ainsi que la mise en œuvre de la première entente sur le démantèlement de sous-marins, 60 millions de dollars ont été reportés. De plus, à la suite des délais d'approbation du SCT pour un nouveau projet concernant les armes chimiques (MDB-2), des dépenses prévues de 20 millions de dollars ont été reportées.

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2002 - 2003						
Dépenses	Dépenses	Dépenses	Total des	Dépenses	Dépenses	Dépenses
réelles (\$)	réelles (\$)	réelles (\$)	autorisations (\$)	prévues (\$)	prévues (\$)	réelles (\$)
2003 - 2004						
Dépenses	Dépenses	Dépenses	Total des	Dépenses	Dépenses	Dépenses
réelles (\$)	réelles (\$)	réelles (\$)	autorisations (\$)	prévues (\$)	prévues (\$)	réelles (\$)
2004 - 2005						
Ecart entre	Ecart entre	Ecart entre	Ecart entre	Ecart entre	Ecart entre	Ecart entre
les dépenses	les dépenses	les dépenses	les dépenses	les dépenses	les dépenses	les dépenses
prévues et	prévues et	prévues et	prévues et	prévues et	prévues et	prévues et
réelles (\$)	réelles (\$)	réelles (\$)	réelles (\$)	réelles (\$)	réelles (\$)	réelles (\$)

Secteur d'activités :

**Commentaires sur les écarts :** L'écart pour l'exercice de 2004-2005 ans est attribuable à une demande plus élevée que prévue sur les fonds du crédit 10 du PSH. Toutefois, on a remédié à cette situation grâce à des transferts de fonds qui ont été possibles en raison de surplus dans les fonds du crédit 1 (Exploitation) du programme.

**Résultats d'évaluation importants et adresse électronique de la dernière évaluation :** Une évaluation d'ensemble du PSH a été effectuée à la fin de 2004. Les principales conclusions étaient les suivantes :

- i) le PSH est conforme et appuie intégralement les objectifs de la politique étrangère du Canada et le Cadre de planification et de priorités stratégiques du Ministère;
- ii) le Programme a été quelque peu réorienté en fonction de l'évolution des situations géopolitiques et, jusqu'à un certain, avec le changement de gouverne politique, mais ses priorités centrales sont demeurées intactes;
- iii) l'importance du PSH pour l'appui aux initiatives concernant la sécurité humaine dans le cadre de la politique étrangère canadienne a été renforcée. Il existe un solide appui en faveur de la reconduction de ce programme et plusieurs intervenants sont d'avis qu'il faudrait le bonifier;
- iv) le PSH est complémentaire d'autres initiatives, comme le Fonds de consolidation de la paix de l'ACDI et le fonds Consolidation de la paix et reconstruction du CRDI;
- v) en général, le PSH a contribué à la cohérence des politiques, en particulier au sein du MAECI (Affaires étrangères) et, dans une certaine mesure, de manière horizontale parmi les ministères fédéraux.

**Nom du programme de paiement de transfert :** Programme de partenariat mondial - Initiatives relatives à la destruction, à l'élimination et à la sécurisation des armes de destruction massive (CT 830799, CT 831536, CT 831449)

**Date de mise en œuvre :** 12 août 2003 **Date de clôture :** mars 2013 **Total des affectations :** 1 000 000 000 \$

**Description du programme de paiement de transfert :** Honorer les engagements du Canada liés au Partenariat mondial du G8 contre la prolifération des armes de destruction massive, soit la destruction des armes chimiques, le démantèlement des sous-marins nucléaires, l'emploi d'anciens scientifiques de l'armement et le renforcement de la sécurité nucléaire et radiologique. Le Canada a engagé un montant de 1 milliard de dollars sur 10 ans à compter de 2003 pour réaliser les objectifs du Partenariat mondial. Le Partenariat mondial a été établi en raison d'une évaluation suivie qui indiquait les menaces pesant sur la sécurité des Canadiens à la suite des attentats terroristes de septembre 2001. Les évaluations exhaustives réalisées au niveau du G8 ont conduit les dirigeants, dans le cadre du Sommet de Kananaskis, à la conclusion qu'on ne pourrait combattre des menaces aussi graves qu'en adoptant une démarche coopérative appuyée par d'importantes ressources.

Suite à la page suivante

Nom du programme de paiement de transfert : Programme de la consolidation de la paix et de la sécurité humaine

Date de mise en œuvre : 15 avril 1999 Date de clôture : 31 mars 2005 Total des affectations : 37 029 027 \$

**Description du programme de paiement de transfert :** Le Programme de la sécurité humaine (PSH), doté d'un budget de 10 millions de dollars, a été établi pour fournir un appui financier à l'égard de projets en droit de la paix et de la sécurité humaine. Ce programme concerne plus précisément la protection des civils, la prévention des conflits, les opérations de soutien de la paix, la gouvernance et la responsabilisation ainsi que la sécurité publique.

**Objectif :** Le PSH a pour objectif principal de servir d'organe névralgique pour promouvoir la politique étrangère du Canada et sa politique sur la sécurité. Ce programme a été mis sur pied pour assurer le succès d'efforts diplomatiques de haut niveau, renforcer la crédibilité du Canada sur la scène internationale et s'attaquer de façon concrète aux menaces auxquelles les populations civiles sont confrontées, en ciblant la prévention et la réduction des effets des guerres civiles, la répression de l'état, le terrorisme et les crimes de violence.

**Résultats obtenus et progrès réalisés :** Le PSH a été le cadre d'une série d'initiatives « vedettes » menées par le Canada, telles que l'interdiction des mines terrestres grâce à la Convention d'Ottawa, un accord international visant à interdire le recrutement et le déploiement d'enfants soldats, le Processus de Kimberley destiné à stopper la vente de diamants servant à financer des conflits armés en Afrique, la création de la Cour pénale internationale pour poursuivre ceux qui commettent des actes de génocide ou des crimes contre l'humanité, et une nouvelle approche à l'intervention humanitaire fondée sur la « Responsabilité de protéger ».

Le PSH a financé la mise au point et le suivi d'une série d'initiatives diplomatiques majeures et a renforcé les capacités d'institutions multilatérales clés, y compris les Nations Unies et l'Organisation des États américains. Le Programme a amélioré la capacité des ministères fédéraux et des ONG du Canada à contribuer aux missions internationales de soutien de la paix, et a financé des initiatives de grande valeur dans des secteurs et/ou des pays que les mandats des autres ministères ne permettent pas de financer.

L'évaluation d'ensemble des cinq premières années du PSH concluait que ce programme appuie intégralement les objectifs de la politique étrangère du Canada et le Cadre de planification et de priorités stratégiques du Ministère. On y indique également que la vaste majorité des personnes interviewées, tant à l'interne qu'à l'externe, ont souligné l'importance du Programme de la sécurité humaine dans l'appui aux initiatives menées en matière de sécurité humaine dans le cadre de la politique étrangère du Canada. Il existe un solide appui en faveur de la reconduction de ce programme et plusieurs intervenants sont d'avis qu'il faudrait le bonifier. De plus, les données recueillies dans le cadre d'un examen des projets, d'études de cas et d'interviews indiquent que le PSH est un outil efficace pour mettre en œuvre la stratégie du Canada en matière de sécurité humaine.

**Résultats obtenus et progrès réalisés :** Le PSH a financé plus de 570 projets au cours de la première phase de cinq ans du premier plan sur la scène internationale dans des dossiers tels que le Processus de Kimberley, la question de la prolifération des armes légères, celle des enfants et des conflits armés, la promotion de la résolution 1325 du Conseil de sécurité de l'ONU concernant les femmes, la paix et la sécurité, la Cour pénale internationale et la « Responsabilité de protéger ».

Suite à la page suivante

**Commentaires sur les écarts :** Des fonds ont été transférés du Fonds canadien d'action contre les mines vers des subventions en appui aux activités relatives à l'action contre les mines et les débris de guerre explosifs. Il y a eu transfert de 300 000 \$ du poste de fonctionnement (crédit 1) à celui de la subvention de l'action contre les mines (crédit 10). Entre la subvention et la contribution, il existe un écart de moins de 5 % seulement.

Résultats d'évaluation importants et adresse électronique de la dernière évaluation : S.O.

Secteur d'activités :					
Sécurité et coopération internationales	5 015 552,0	4 031 508,0	5 932 000,0	2 731 550,0	2 730 201,0
	3 201 799,0	3 201 799,0			
Total du PPT					

Secteur d'activités :					
Sécurité et coopération internationales	5 015 552,0	4 031 508,0	5 932 000,0	2 731 550,0	2 730 201,0
	3 201 799,0	3 201 799,0			
Total du PPT					

Secteur d'activités :					
Sécurité et coopération internationales	5 015 552,0	4 031 508,0	5 932 000,0	2 731 550,0	2 730 201,0
	3 201 799,0	3 201 799,0			
Total du PPT					

Secteur d'activités :					
Sécurité et coopération internationales	5 015 552,0	4 031 508,0	5 932 000,0	2 731 550,0	2 730 201,0
	3 201 799,0	3 201 799,0			
Total du PPT					

Secteur d'activités :					
Sécurité et coopération internationales	5 015 552,0	4 031 508,0	5 932 000,0	2 731 550,0	2 730 201,0
	3 201 799,0	3 201 799,0			
Total du PPT					

Secteur d'activités :					
Sécurité et coopération internationales	5 015 552,0	4 031 508,0	5 932 000,0	2 731 550,0	2 730 201,0
	3 201 799,0	3 201 799,0			
Total du PPT					

Secteur d'activités :					
Sécurité et coopération internationales	5 015 552,0	4 031 508,0	5 932 000,0	2 731 550,0	2 730 201,0
	3 201 799,0	3 201 799,0			
Total du PPT					

Secteur d'activités :					
Sécurité et coopération internationales	5 015 552,0	4 031 508,0	5 932 000,0	2 731 550,0	2 730 201,0
	3 201 799,0	3 201 799,0			
Total du PPT					

**Nom du programme de paiement de transfert :** Projets et activités de développement découlant des sommets de la Francophonie (CT 829174)

**Date de mise en œuvre :** 1<sup>er</sup> juin 2001 **Date de clôture :** 31 mars 2005 **Total des affectations :** S.O.

**But du programme de paiement de transfert :** Un plan d'action et une présence politique devraient permettre le financement de projets pour l'Agence internationale de La Francophonie, ratifiés par les chefs d'Etat lors des sommets.

**Objectif :** Mettre en valeur la présence du Canada sur la scène internationale francophone conformément à notre politique étrangère.

**Résultats obtenus et progrès réalisés :** L'objectif du programme été atteint.

Secteur d'activités :					
Sécurité et coopération internationales	7 563 932,0	7 500 000,0	8 140 000,0	7 500 000,0	7 500 000,0
	640 000,0	640 000,0			
Total du PPT					

**Commentaires sur les écarts :** Écart attribuable aux fluctuations du taux de change entre le dollar canadien et l'euro.

Résultats d'évaluation importants et adresse électronique de la dernière évaluation : S.O.

Suite à la page suivante

Secteur d'activités :	2002 - 2003		2003 - 2004		2004 - 2005	
	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses prévenues (\$)	Total des autorisations (\$)	Dépenses réelles (\$)	Écarts entre les dépenses prévenues et les dépenses réelles (\$)
Sécurité et coopération internationales	6 656 916,0	6 060 000,0	5 854 700,0	6 465 300,0	6 465 234,0	(610 534,0)
Total du PPT	6 656 916,0	6 060 000,0	5 854 700,0	6 465 300,0	6 465 234,0	(610 534,0)

**Commentaires sur les écarts :** L'écart est attribuable au financement additionnel reçu de RHDC pour Stratégie emploi jeunesse du gouvernement.

**Résultats d'évaluation importants et adresse électronique de la dernière évaluation :** Une évaluation est prévue pour 2005-2006.

**Nom du programme de paiement de transfert :** Fonds canadien contre les mines terrestres - Contributions (CT 830687)

**Date de mise en œuvre :** 19 juin 2003 **Date de clôture :** 31 mars 2008 **Total des affectations :** 26 070 425 \$

**But du programme de paiement de transfert :** Mettre en œuvre la Convention d'Ottawa (p. ex. déminage, aide aux victimes, destruction des stocks de mines)

#### Objectifs :

- placer l'action contre les mines au centre des stratégies de développement et de politique étrangère, faire progresser la paix, la sécurité et le développement dans les régions touchées par les mines terrestres et les débris de guerre explosifs;
- assurer que le financement de l'action contre les mines favorise les priorités de la politique étrangère et intérieure;
- respecter les engagements pris par le Canada dans le cadre du plan d'action de Nairobi.

#### Résultats :

- meilleure exploitation des ressources accrues destinées à l'action contre les mines;
- généralisation plus importante de la Convention d'Ottawa dont toutes les échéances sont respectées depuis le début;
- de plus nombreuses ratifications de la Convention sur certaines armes classiques (CCW);
- dispositions supplémentaires pour lutter contre les mines antipersonnelles et les munitions en grappe;
- ratification du Protocole V par le Canada; contributions particulières du Canada pour une action contre les mines dans des zones de haute priorité afin de respecter le plan d'action de Nairobi.

#### Résultats obtenus et progrès réalisés :

- Appui envers les cinq piliers de l'action contre les mines :
- universalisation, déminage, aide aux victimes, destruction d'inventaires, éducation des risques associés aux mines – en particulier, généralisation de la Convention d'Ottawa (ratifiée par l'Éthiopie, adhésion de la Papouasie-Nouvelle-Guinée et de l'Estonie);
- financement de l'action contre les mines afin de promouvoir les priorités intérieures du Canada et celles en matière de politique étrangère (financement d'Action Mines Canada);
- projets de destruction des inventaires (Colombie, étude de faisabilité en Serbie et au Monténégro); programme de promotion à cet égard (Bangladesh);
- projets d'aide aux victimes (Cambodge);
- déminage (Suriname, Tunisie);
- projets d'éducation des risques associés aux mines (Afghanistan, Tchénie).

Suite à la page suivante

Nom du programme de paiement de stages internationaux pour les jeunes (SEJ) (CT 830375)

Date de mise en œuvre : 20 février 2003 Date de clôture : 31 mars 2008 Total des affectations : \$ 47 127 246,0

**But du programme de paiement de transfert :** Grâce à la mise en place d'expériences de travail ciblées à l'échelle internationale, le programme réunit un contingent de jeunes Canadiens qui participent à l'élaboration et à la mise en œuvre de la politique étrangère du Canada tout en en faisant la promotion. Ce programme vise également à créer des outils électroniques d'évaluation, de sélection et d'information qui permettent aux jeunes de déterminer le secteur des affaires étrangères qui les intéresse, d'évaluer leurs capacités et d'obtenir de l'information sur les programmes qui correspondent à leurs besoins et à leurs intérêts. Les programmes de la Stratégie emploi jeunesse (SEJ) offrent une fonction d'examen en matière de sûreté et de sécurité pour toutes les activités liées à l'expérience de travail ayant lieu à l'étranger.

**Objectifs :** Réduction des risques tels que les problèmes personnels et d'ordre matériel pouvant se transformer en cas relevant des affaires consulaires, liés aux expériences de travail à l'étranger auxquelles les jeunes participants canadiens des programmes de la SEJ peuvent être confrontés.

**Résultats :**

- meilleurs compétences reliées à l'employabilité des jeunes, acquises dans le cadre d'expériences de travail;
- nombre accru de Canadiens travaillant au sein d'organisations et d'entreprises internationales et multilatérales;
- promotion du dialogue sur la politique étrangère au Canada puisque les participants à leur retour travaillent au sein d'organisations et d'entreprises canadiennes, mettant ainsi à profit leur expérience acquise à l'étranger;
- atténuation des risques encourus par les participants de la SEJ dans le cadre de leur expérience de travail à l'étranger grâce à la vérification des capacités des organisations internationales proposées.

**Résultats immédiats :**

- meilleures connaissances des enjeux liés à l'emploi à l'étranger auxquels les jeunes doivent faire face, dialogue plus efficace sur la politique parmi les intervenants;
- meilleur accès et sensibilisation accrue à l'information sur le marché du travail international et aux renseignements et occasions liés à l'emploi à l'étranger;
- meilleur accès et sensibilisation accrue à la SEJ;
- capacité accrue à élaborer des plans d'action appropriés visant à favoriser le développement des compétences des jeunes participants;
- meilleure connaissance des affaires internationales et des occasions d'affaires pour les jeunes;
- capacité accrue des jeunes à faire des choix éclairés concernant les programmes internationaux qui correspondent à leur projet de carrière internationale;
- accès pour les jeunes aux services et aux outils liés à l'emploi.

**Résultats finaux :**

- capacité accrue à faire face à la concurrence avec succès dans une économie mondialisée;
- réduction globale des obstacles à l'emploi pour les jeunes Canadiens;
- appréciation accrue des valeurs canadiennes;
- participation accrue des jeunes au dialogue sur la politique étrangère.

**Résultats obtenus et progrès réalisés :** Plus de 400 participants chaque année acquièrent une expérience de travail international sans incidents consulaires majeurs, à l'intérieur des budgets alloués et à la satisfaction des protagonistes.

Suite à la page suivante

Norm du programme de paiement de transfert : Maintien de la paix de l'ONU (CT 828489)

Date de mise en œuvre : 5 octobre 2000 Date de clôture : S.O.  
Total des affectations : S.O.

**Description du programme de paiement de transfert** : Les quotes-parts du Canada destinées aux opérations de maintien de la paix de l'ONU sont des obligations juridiquement exigibles des membres.

la consolidation de la paix à long terme dans les pays touchés, grâce à l'établissement et au maintien en temps utile de missions de la paix multidisciplinaires et complexes de l'ONU.

**Résultats prévus :** Accroître les niveaux de sécurité, les services de base et les ordres de gouvernance dans les pays touchés afin de favoriser les perspectives de paix pour mettre sur pied et faire progresser les activités de reconstruction et de développement.

**Résultats :** Renforcer la paix et la sécurité des pays et des régions concernés.

Pour plus de renseignements, consulter le site Web : <<http://www.un.org/Depts/dpko>>.

les services de base et les ordres de gouvernement dans les pays touchés afin de favoriser les perspectives de paix pour mettre sur pied et faire progresser les activités de reconstruction et de développement.

2002 - 2003	2003 - 2004	2004 - 2005
Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses réelles (\$)
Dépenses prévues et réelles (\$)	Dépenses prévues et réelles (\$)	Dépenses prévues et réelles (\$)
Total des autorisations (\$)	Total des autorisations (\$)	Total des autorisations (\$)
Ecart entre les dépenses prévues et les dépenses réelles (\$)	Ecart entre les dépenses prévues et les dépenses réelles (\$)	Ecart entre les dépenses prévues et les dépenses réelles (\$)

## Secteur d'activités :

Securite et cooperation internationales	77 125 230,0	77 774 318,0	110 622 000,0	208 854 650,0	126 713 199,0	(16 091 199,0)
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Total du PPT	77 125 230,0	77 774 318,0	110 622 000,0	208 854 650,0	126 713 199,0	(16 091 199,0)
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Commentaires sur les écarts : Caractère instable des opérations de maintien de la paix.

Résultats d'évaluation importants et adresse électronique de la dernière évaluation : S.O.

Suite à la page suivante

Nom du programme de paiement de transfert : Organisation des Nations Unies (CT 769691)

Date de mise en œuvre : 27 mars 1980 Date de clôture : S.O. Total des affectations : S.O.

**Description du programme de paiement de transfert** : Le versement d'une quote-part annuelle au budget ordinaire des Nations Unies est une obligation juridiquement exigible des membres. Par son adhésion, le Canada entend faire progresser les objectifs de sa politique étrangère liés à la paix, à la sécurité et au développement internationaux, et à les faire valoir auprès de la communauté internationale. Les quotes-parts permettent de financer les programmes élaborés par l'Organisation pour atteindre les objectifs fixés par les Nations Unies, comme énoncés dans sa Charte.

**Objectifs :**

- maintenir la paix et la sécurité internationales;
- contribuer au développement de relations cordiales entre les nations;
- promouvoir la coopération internationale en cherchant des solutions aux problèmes internationaux;
- harmoniser les mesures prises par les États pour atteindre ces buts communs.

**Résultats prévus** : le maintien de la paix et de la sécurité internationales, la promotion d'une croissance économique soutenue et du développement durable conformément aux Objectifs du Millénaire pour le développement;

- des progrès au niveau du développement de l'Afrique, la promotion des droits de la personne, la coordination efficace des efforts en matière d'aide humanitaire;
- la promotion de la justice et du droit international, le progrès vers le désarmement;
- la coopération internationale pour le contrôle des stupéfiants, la prévention des crimes et la lutte contre le terrorisme sous toutes ses formes et dans toutes ses manifestations.

Pour plus de renseignements, consulter le site Web : <<http://www.un.org>>.

**Résultats obtenus et progrès réalisés** : Les résultats prévus ont été atteints.

Secteur d'activités :	2002 - 2003					2003 - 2004					2004 - 2005				
	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses pré vues (\$)	Total des dépenses (\$)	Dépenses réelles (\$)	Dépenses pré vues (\$)	Dépenses réelles (\$)	Dépenses pré vues (\$)	Total des dépenses (\$)	Dépenses réelles (\$)	Dépenses pré vues (\$)	Dépenses réelles (\$)	Dépenses pré vues (\$)	Total des dépenses (\$)
Sécurité et coopération internationales	62 541 896,0	62 804 292,0	75 230 000,0	72 146 894,0	71 173 313,0	62 541 896,0	62 804 292,0	75 230 000,0	72 146 894,0	71 173 313,0	62 541 896,0	62 804 292,0	75 230 000,0	72 146 894,0	71 173 313,0
Total du PPT	62 541 896,0	12 052 507,0	75 230 000,0	72 146 894,0	71 173 313,0	62 541 896,0	12 052 507,0	75 230 000,0	72 146 894,0	71 173 313,0	62 541 896,0	12 052 507,0	75 230 000,0	72 146 894,0	71 173 313,0

**Commentaires sur les écarts** : Aucune contribution faite au « Master Capital Plan » de l'ONU en 2004-2005. Un dollar canadien plus fort.

**Résultats d'évaluation importants et adresse électronique de la dernière évaluation** : S.O.

Suite à la page suivante

Secteur d'activités :	Sécurité et coopération internationales	Total du PPT	Commentaires sur les écarts : Un dollar canadien plus fort.					Résultats d'évaluation importants et adresse électronique de la dernière évaluation : S.O.				
			2002 - 2003	2003 - 2004	2004 - 2005	Écarts entre les dépenses prévues et réelles (\$)	Écarts entre les dépenses prévues et réelles (\$)	2002 - 2003	2003 - 2004	2004 - 2005	Écarts entre les dépenses prévues et réelles (\$)	Écarts entre les dépenses prévues et réelles (\$)

Sécurité et coopération internationales	16 047 455,0	12 804 064,0	16 513 000,0	16 513 000,0	16 513 000,0	14 883 072,0	1 629 928,0
Total du PPT	16 047 455,0	12 804 064,0	16 513 000,0	16 513 000,0	16 513 000,0	14 883 072,0	1 629 928,0

**Commentaires sur les écarts :** Un dollar canadien plus fort.

**Résultats d'évaluation importants et adresse électronique de la dernière évaluation :** S.O.

**Nom du programme de paiement de transfert :** Agence intergouvernementale de la Francophonie (CT 709620)

**Date de mise en œuvre :** 9 mars 1972 **Date de clôture :** S.O. **Total des affectations :** S.O.

**But du programme de paiement de transfert :** Ce fonds constitue une contribution statutaire, une fonction de l'Agence intergouvernementale de la Francophonie (AIF).

**Objectif et résultats prévus :** À titre de membre de l'AIF, le Canada est tenu de contribuer aux coûts d'exploitation de l'organisation.

**Résultats obtenus et progrès réalisés :** Il s'agit de notre contribution statutaire à l'Organisation internationale de la Francophonie. Le Canada est le deuxième plus important bailleur de fonds de cette organisation qui s'affirme de plus en plus sur le plan international grâce essentiellement aux moyens que nous lui donnons et à notre dynamisme dans ses instances et institutions.

Secteur d'activités :	Sécurité et coopération internationales	Total du PPT	Commentaires sur les écarts : L'écart de 8 % est attribuable à la fluctuation de l'euro.					Résultats d'évaluation importants et adresse électronique de la dernière évaluation : Les états financiers de l'AIF reflètent de façon satisfaisante la situation financière à la date d'expiration de l'exercice considérée, soit l'année financière 2003-2004.				
			2002 - 2003	2003 - 2004	2004 - 2005	Écarts entre les dépenses prévues et réelles (\$)	Écarts entre les dépenses prévues et réelles (\$)	2002 - 2003	2003 - 2004	2004 - 2005	Écarts entre les dépenses prévues et réelles (\$)	Écarts entre les dépenses prévues et réelles (\$)

Sécurité et coopération internationales	8 809 360,0	12 052 507,0	11 776 000,0	12 438 801,0	12 438 801,0	12 438 801,0	(662 801,0)
Total du PPT	8 809 360,0	12 052 507,0	11 776 000,0	12 438 801,0	12 438 801,0	12 438 801,0	(662 801,0)

**Commentaires sur les écarts :** L'écart de 8 % est attribuable à la fluctuation de l'euro.

**Résultats d'évaluation importants et adresse électronique de la dernière évaluation :** Les états financiers de l'AIF reflètent de façon satisfaisante la situation financière à la date d'expiration de l'exercice considérée, soit l'année financière 2003-2004.

Suite à la page suivante

**Commentaires sur les écarts :** Les estimations aux fins de planification sont fournies avant le budget final de l'OSCE. Les fluctuations des taux de change avec le dollar américain et l'euro influent sur l'écart. L'écart entre les dépenses prévues et les dépenses réelles pour 2004-2005 est principalement attribuable au fait que le premier versement de la quote-part du Canada n'a pas été effectué au cours de l'exercice 2004-2005 car le budget 2005 de l'OSCE n'a été approuvé qu'en mai 2005. Ce premier versement a été reporté au début de 2005-2006 et, conséquemment, augmentera les dépenses prévues pour cet exercice.

**Résultats d'évaluation importants et adresse électronique de la dernière évaluation :** Les rapports de vérification ainsi que les états financiers de l'OSCE ne sont pas rendus publics. Le rapport du vérificateur externe pour 2004 a été déposé le 21 juin 2005. Au cours des cinq dernières années, les vérificateurs externes ont établi des rapports sans réserve sur les états financiers de l'Organisation.

Nom du programme de paiement de transfert : Organisation mondiale de la santé (OMS) (CT 784857)

Date de mise en œuvre : 1<sup>er</sup> janvier 1990 Date de clôture : S.O. Total des affectations : S.O.

**But du programme de paiement de transfert :** La quote-part annuelle du Canada à l'Organisation mondiale de la santé (OMS) est une obligation juridiquement exigible des membres. Par son adhésion, le Canada vise à faire progresser les objectifs de sa politique étrangère en matière de santé, et à les faire valoir auprès de la communauté internationale.

**Objectif :** Comme il est précisé dans sa constitution, l'objectif de l'OMS est de permettre à tous les peuples d'atteindre le plus haut niveau possible de leur état de santé.

**Résultats prévus :**

- accroître la sécurité en matière de santé à l'échelle internationale (maintien d'un mécanisme d'alerte et d'action en cas d'épidémie; appui du nouveau Règlement sanitaire international; intervention rapide et efficace en situation de crise);
- atteindre plus rapidement les Objectifs du Millénaire pour le développement (réduire le taux de mortalité maternelle, améliorer la survie des enfants, faire face aux pandémies mondiales, soit le VIH/sida, la tuberculose et la malaria, promouvoir des environnements sains, accroître l'accès aux médicaments essentiels);
- promouvoir l'équité en matière de santé (renforcer les systèmes de santé afin qu'ils soient à la portée des pauvres et des défavorisés);
- assurer la responsabilisation (améliorer l'efficacité, la transparence et la responsabilisation des organisations).

Pour plus de renseignements, consulter le site Web : <<http://www.who.org>>.

**Résultats obtenus et progrès réalisés :** Les résultats prévus ont été atteints.

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réduction de sa quote-part grâce à la ponctualité de son paiement (de 9 019 490 \$US en 2005), un incitatif de l'OEA pour encourager ses membres à cotiser à temps.

Résultats d'évaluation importants et adresse électronique de la dernière évaluation : S.O.

Nom du programme de paiement de transfert : Organisation pour la sécurité et la coopération en Europe (OSCE)  
(CT 820933)

Date de mise en œuvre : 1<sup>er</sup> janvier 1993 Date de clôture : S.O. Total des affectations : S.O.

**But du programme de paiement de transfert :** Le versement d'une quote-part à l'Organisation pour la sécurité et la coopération en Europe (OSCE) est une obligation découlant des engagements contractés par le Canada à titre de membre de l'Organisation, qui regroupe 55 États. La contribution du Canada permet de faire progresser les objectifs de sa politique étrangère en finançant des programmes mis en œuvre par les institutions de l'OSCE et ses opérations sur le terrain concernant les secteurs de la politique étrangère les plus importants pour le Canada en matière de sécurité régionale et internationale.

**Objectifs et résultats prévus :** L'OSCE est un forum régional ciblé ayant une approche globale et concertée en matière de sécurité. La contribution du Canada au budget unitif de l'Organisation permet de couvrir les coûts liés à la mise en œuvre des programmes de travail et des activités de l'Organisation dans trois sphères : aspects politiques et militaires de la sécurité, coopération économique et environnementale, et coopération sur des enjeux humanitaires et sur d'autres enjeux. Grâce à cette approche intégrée, l'OSCE est en mesure de faire progresser sensiblement la sécurité européenne ainsi que la coopération transatlantique grâce à des mesures non coercitives.

La contribution du Canada permet également de renforcer les partenariats avec les Canadiens dans l'élaboration et la mise en œuvre de la politique internationale du Canada sur la sécurité, grâce à la participation des parlementaires aux travaux de l'Assemblée parlementaire de l'OSCE, au déploiement de Canadiens dans les opérations sur le terrain et à la contribution des experts canadiens à l'Organisation.

Le budget unitif de l'OSCE, qui repose sur une approche programmatique, est approuvé chaque année par le Conseil permanent de l'OSCE. Les comptes de l'OSCE font l'objet d'un rapport annuel établi par des vérificateurs externes ainsi que d'un rapport annuel de suivi à l'interne; ces rapports peuvent, par la suite, être consultés par les États membres.

**Résultats obtenus et progrès réalisés :** En 2004-2005, grâce à son approche intégrée à la sécurité, l'OSCE a contribué de manière significative à l'avancement de la sécurité en Europe et de la coopération transatlantique par la mise en œuvre de programmes et d'activités dans des domaines prioritaires pour le Canada, tels que le combat contre le terrorisme et le trafic, la bonne gouvernance et le respect des droits de la personne, la surveillance d'élections et la promotion de la tolérance et de la non-discrimination. Les pratiques financières et les procédures administratives sont régulièrement révisées par le Comité consultatif sur la gestion et les finances, où le Canada joue un rôle de premier plan.

2002 - 2003		2003 - 2004		2004 - 2005	
Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses prévenues (\$)	Total des autorisations (\$)	Dépenses réelles (\$)
13 161 787,0	17 631 000,0	13 063 000,0	6 396 176,0	11 234 824,0	13 161 787,0

Secteur d'activités : Sécurité et coopération internationales

Total du PPT 13 161 787,0 21 059 363,0 17 631 000,0 13 063 000,0 6 396 176,0 11 234 824,0

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Résultats prévus :

- faire progresser et promouvoir la saine gestion des affaires publiques, faire progresser la démocratie et réduire la corruption;
- promouvoir les droits humains et la sécurité humaine dans l'hémisphère;
- accroître l'efficacité de la participation du Canada au développement durable et à la coopération technique par le biais de l'OEA;
- renforcer l'influence du Canada dans l'hémisphère;
- promouvoir les valeurs et les intérêts du Canada;
- développer, en collaboration avec les Canadiens, un véritable sens de l'engagement à l'égard des questions qui concernent l'hémisphère.

Résultats obtenus et progrès réalisés :

- Le Canada a réussi à renforcer le rôle de l'OEA dans des pays où la démocratie est à risque. À Haïti, l'OEA joue un rôle important dans le processus électoral visant les élections générales de l'automne 2005 ainsi que dans l'amélioration du respect des droits de la personne et du système judiciaire.
- Une mission d'observation de l'OEA s'est rendue en Équateur dans les jours qui ont suivi la démission du président de la République. Au Nicaragua, pays aux prises avec une grave crise politique, l'OEA a dépêché une mission dans le but d'encourager l'établissement d'un processus de dialogue national.

- Le Canada a été en mesure de promouvoir ses intérêts, ses valeurs et son influence auprès de l'OEA : un nouveau secrétaire général de l'OEA, M. Insulza du Chili, a été élu et partage les valeurs et les objectifs canadiens; le Canada a joué un rôle de premier plan dans la négociation et l'adoption de la déclaration de Floride en juin 2005, renforçant ainsi le rôle de l'OEA dans la promotion de la démocratie; le Canada a réussi à renforcer le rôle de l'OEA en tant qu'institution partenaire importante dans le processus du Sommet des Amériques, grâce à notre appui au secrétariat des sommets de l'OEA, un objectif clé pour augmenter notre influence dans la région. Le Canada a aussi continué – avec succès – d'accroître la participation des sociétés civiles dans le contexte du sommet des Amériques/OEA.

- Amélioration de l'influence du Canada auprès de l'OEA avec la nomination du Canadien Brian Stevenson comme directeur du Secrétariat exécutif pour le développement intégral (troisième plus important poste au sein de l'OEA), et avec la nomination d'un Canadien comme chef de l'Office de la promotion de la démocratie, un poste stratégique dans le contexte des élections en Haïti. Des Canadiens ont aussi été élus à différents comités de l'OEA : George Thomson rélu membre du Centre des études de justice dans les Amériques, et qui en assure actuellement la présidence; Beth Pierson de Santé Canada élue présidente de la Commission interaméricaine de lutte contre l'abus des drogues, et Florence Levers de Condition féminine Canada élue membre de la Commission interaméricaine des femmes. Le Canada a été désigné hôte de la prochaine rencontre du groupe d'évaluation et de révision de la CICAD à l'automne-hiver 2005.

Secteur d'activités :

Sécurité et coopération internationales	14 171 269,0	12 793 754,0	12 822 000,0	12 822 000,0	11 951 782,0	870 218,0
Total du PPT	14 171 269,0	12 793 754,0	12 822 000,0	12 822 000,0	11 951 782,0	870 218,0

**Commentaires sur les écarts :** La quote-part du Canada est établie en devise américaine (c.-à-d. 9 227 100,25 \$US en 2005). Le montant exact en dollars canadiens fluctue selon le taux de change au moment du paiement. Le Canada bénéficie aussi d'une

Suite à la page suivante

Résultats prévus :

- éducation de base pour tous dans tous les pays d'ici 2015;
- suppression ou réduction considérable des disparités entre les sexes dans l'enseignement primaire et secondaire dans la plupart des pays membres;
- préparation, lancement et mise en œuvre de la Décennie des Nations Unies pour l'alphabétisation et de son plan d'action afin d'atteindre l'objectif d'amélioration de 50 % des niveaux d'alphabétisation des adultes d'ici 2015;
- organisation de vastes campagnes d'éducation et de prévention du VIH/sida, notamment dans le groupe d'âge des 15-24 ans en Afrique et en Asie du Sud;
- évaluation de l'incidence de la pandémie de VIH/sida sur les capacités d'éducation;
- convention sur la protection de la diversité des contenus culturels et des expressions artistiques;
- convention internationale contre le dopage dans le sport;
- déclaration relative à des normes universelles en matière de bioéthique;
- élargissement du débat public sur la propriété intellectuelle et l'usage équitable des travaux à des fins éducatives, scientifiques et culturelles;
- accroissement du savoir pour contribuer à la réduction des risques sismiques par le renforcement des échanges régionaux et mondiaux de données sismiques.

Pour plus de renseignements, consulter le site Web suivant : <<http://www.unesco.org>>.

Résultats obtenus et progrès réalisés : Les résultats prévus ont été atteints.

	2002 - 2003	2003 - 2004	2004 - 2005
Écarts entre les dépenses prévues et les dépenses réelles (\$)			
Dépenses réelles (\$)			
Dépenses réelles (\$)			
Dépenses prévues (\$)			
Total des autorisations (\$)			
Dépenses réelles (\$)			

Secteur d'activités :

Sécurité et coopération internationales	13 494 834,0	11 592 124,0	12 096 000,0	12 096 000,0	11 312 346,0	783 654,0
Total du PT	13 494 834,0	11 592 124,0	12 096 000,0	12 096 000,0	11 312 346,0	783 654,0

**Commentaires sur les écarts :** Le dollar canadien s'est renforcé étant donné que les estimations et le barème des quotes-parts ont été moins élevés à la suite des négociations à ce sujet.

Résultats d'évaluation importants et adresse électronique de la dernière évaluation : S.O.

Nom du programme de paiement de transfert : Organisation des États américains (OEA) (CT 814057)

Date de mise en œuvre : 31 mai 1990 Date de clôture : S.O. Total des affectations : S.O.

**But du programme de paiement de transfert :** Verser la quote-part annuelle du Canada à l'Organisation des États américains (OEA), puisqu'il s'agit d'une obligation des adhérents en vertu de la Charte.

**Objectif et résultats prévus :** Renforcer l'OEA en qualité de principale tribune d'expression politique par laquelle le Canada défend ses intérêts dans l'hémisphère.

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L'administration civile de l'Organisation encourage la recherche de consensus et la prise de décisions entre les membres de l'Alliance et gère les relations de l'OTAN avec ses partenaires. Le budget civil de l'OTAN finance également les travaux de divers organismes de l'OTAN dotés de responsabilités spéciales. Menée de façon efficace, l'administration civile de l'OTAN aide les membres de l'Alliance à promouvoir la sécurité et la stabilité dans la région de l'Atlantique Nord et à répondre efficacement aux défis qui se posent actuellement. Les comptes de l'OTAN font l'objet de vérifications annuelles par le Collège international des commissaires aux comptes de l'OTAN.

**Résultats obtenus et progrès réalisés :** En 2004-2005, l'administration civile de l'OTAN a appuyé le processus de consultations politiques, l'amélioration des consensus et la prise de décisions parmi les membres de l'Alliance et a géré les relations avec ses partenaires. Afin de mener le processus continu de transformation militaire de l'Alliance, le Secrétaire général a lancé un processus interne de réforme afin de réviser la structure de l'organisation, les pratiques financières et les procédures administratives. Les propositions seront présentées aux alliés en décembre 2005. Le Canada appuie cette démarche et y participe activement.

Écarts entre les dépenses prévues et les dépenses réelles (\$)	2002 - 2003		2003 - 2004		2004 - 2005	
	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses prévues (\$)	Total des autorisations (\$)	Dépenses réelles (\$)	Dépenses prévues et les dépenses réelles (\$)

## Secteur d'activités :

Sécurité et coopération  
internationales

14 157 978,0	16 065 685,0	17 706 000,0	17 842 267,0	17 047 650,0	658 350,0
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Total du PPT

9 287 418,0	16 065 685,0	17 706 000,0	17 842 267,0	17 047 650,0	658 350,0
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**Commentaires sur les écarts :** Les estimations aux fins de planification sont fournies avant le budget final de l'OTAN. Les fluctuations du taux de change entre l'euro et le dollar canadien influent sur l'écart.

**Résultats d'évaluation importants et adresse électronique de la dernière évaluation :** Les rapports du Collège international des commissaires aux comptes de l'OTAN (BOA) ne sont pas rendus publics. Le rapport annuel de 2004 a été publié en avril 2005. Au cours des dernières années, et bien que l'on ait relevé des problèmes de ponctualité en matière de production d'états financiers et un manque de pistes de vérification pour certains types d'opérations, le BOA a conclu que des progrès significatifs sont en cours pour combler ces lacunes et a fourni une appréciation générale favorable.

**Nom du programme de paiement de transfert :** Organisation des Nations Unies pour l'éducation, la science et la culture (UNESCO) (CT 809653)

**Date de mise en œuvre :** 1<sup>er</sup> janvier 1988 **Date de clôture :** S.O. **Total des affectations :** S.O.

**But du programme de paiement de transfert :** La quote-part annuelle du Canada à l'Organisation des Nations Unies pour l'éducation, la science et la culture (UNESCO) est une obligation juridiquement exigible de ses membres. En adhérant à l'UNESCO, le gouvernement du Canada entend faire progresser les buts de sa politique étrangère liés à la culture, à la science et à l'éducation, et les faire valoir auprès de la communauté internationale.

**Objectif :** L'objectif de l'UNESCO, comme énoncé dans sa constitution, est de contribuer à la paix et à la sécurité en encourageant la collaboration entre les nations dans les domaines de l'éducation, de la science et de la culture.

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- renforcement du dialogue social sur les questions de politiques du travail et de politiques sociales à l'échelle nationale et internationale;
- amélioration de l'efficacité, de la transparence et de la responsabilisation des organisations.

Pour plus de renseignements, consulter le site Web suivant : <<http://www.ilo.org>>.

**Résultats obtenus et progrès réalisés :** Les résultats prévus ont été atteints.

2002 - 2003		2003 - 2004		2004 - 2005	
Dépenses réelles	Dépenses réelles	Dépenses réelles	Total des autorisations (\$)	Dépenses réelles (\$)	Écarts entre les dépenses prévues et les dépenses réelles (\$)

**Secteur d'activités :**

Sécurité et coopération  
internationales

Total du PPT	9 287 418,0	9 236 480,0	10 192 000,0	10 632 807,0	10 632 807,0	(440 807,0)
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**Commentaires sur les écarts :** Le barème des quotes-parts a augmenté à la suite des négociations à ce sujet.

**Résultats d'évaluation importants et adresse électronique de la dernière évaluation :** S.O.

**Nom du programme de paiement de transfert :** Organisation du Traité de l'Atlantique Nord - Administration civile (CT 807627)

**Date de mise en œuvre :** 1<sup>er</sup> janvier 1989 **Date de clôture :** S.O. **Total des affectations :** S.O.

**But du programme de paiement de transfert :** Le versement d'une quote-part annuelle à l'Organisation du Traité de l'Atlantique Nord (OTAN) est une obligation juridiquement exigible de ses membres fondée sur le Traité de Washington de 1949 et le Traité de l'Atlantique Nord. La contribution du Canada au budget administratif de l'OTAN permet au gouvernement de faire valoir les objectifs de sa politique étrangère, l'OTAN étant une organisation internationale essentielle dont les buts vont dans le sens des intérêts du Canada, tant en matière de défense que de sécurité.

**Objectifs et résultats prévus :** L'OTAN a été mise sur pied pour promouvoir la stabilité de la zone de l'Atlantique Nord et pour sauvegarder la liberté et la sécurité des populations de cette région par des moyens politiques et militaires, conformément aux principes de la démocratie, de la liberté individuelle et du droit international. Le budget civil de l'OTAN, structuré en fonction d'extrants correspondant à des objectifs énoncés chaque année par le Conseil de l'Atlantique Nord, couvre les activités du Secrétaire général de l'OTAN, du siège de l'OTAN et du personnel international de l'OTAN.

Suite à la page suivante

Écart entre les dépenses prévues et réelles (\$)	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses prévues (\$)	Total des autorisations (\$)	Dépenses réelles (\$)	Écart entre les dépenses prévues et réelles (\$)
2002 - 2003					2003 - 2004	
					2004 - 2005	

**Secteur d'activités :**Sécurité et coopération  
internationales

Total du PPT

**Commentaires sur les écarts :** La différence de 1 243 738 \$ entre les dépenses prévues et les dépenses réelles pour 2004-2005 est attribuable à une augmentation imprévue de plus de 11 % du taux de base du Canada (le pourcentage des budgets des organismes de l'ONU et des organismes satellites où le Canada doit contribuer) pour 2004-2005. Le taux de base du Canada a augmenté de 2,433 % à 2,741 % par suite d'une croissance économique supérieure aux prévisions.

**Résultats d'évaluation importants et adresse électronique de la dernière évaluation :** S.O.**Nom du programme de paiement de transfert :** Organisation internationale du travail (OIT) (CT 812690)**Date de mise en œuvre :** 1<sup>er</sup> janvier 1989**Date de clôture :** S.O.**Total des affectations :** S.O.

**But du programme de paiement de transfert :** La quote-part annuelle du Canada à l'Organisation internationale du travail (OIT), organisme spécialisé de l'ONU, est une obligation juridiquement exigible de ses membres. Par son adhésion, le Canada vise à faire progresser les objectifs de sa politique étrangère liés aux questions de politiques internationales en matière de travail et de politiques sociales internationales, et à les faire valoir auprès de la communauté internationale.

**Objectifs :** Quatre objectifs stratégiques orientent le programme et le budget de l'OIT :

- (i) Promouvoir et mettre en œuvre les normes et les principes et droits fondamentaux au travail;
- (ii) Accroître les possibilités pour les femmes et pour les hommes d'obtenir un emploi et un revenu convenables;
- (iii) Accroître l'efficacité de la protection sociale pour tous;
- (iv) Renforcer le tripartisme et le dialogue social.

**Résultats prévus :**

- élaboration et supervision efficace des normes de travail internationales, et mise en vigueur des principes et droits fondamentaux au travail;
- action ciblée contre le travail des enfants, en accordant une priorité de premier plan à la suppression des pires formes de travail des enfants;
- contributions à la réduction de la pauvreté par la promotion de politiques économiques et sociales cohérentes qui soutiennent la création d'emplois;
- assistance aux éléments constitutifs dans l'élaboration de politiques et de programmes de renforcement des capacités et d'employabilité pour l'obtention d'un emploi convenable;
- amélioration des instruments et des outils d'analyse et de formulation de politiques qui appuient la bonne gouvernance et l'extension des protections sociales aux travailleurs vulnérables;

*Suite à la page suivante*

**Résultats obtenus et progrès réalisés :** La quote-part du Canada à l'Organisation pour l'alimentation et l'agriculture (FAO), une obligation juridiquement exigible pour son adhésion, a permis de faire progresser les objectifs de politique étrangère du Canada en matière de développement agricole et de faire valoir ses points de vue auprès de la communauté internationale.

Ecart entre les dépenses prévues et réelles (\$)						
2002 - 2003		2003 - 2004		2004 - 2005		
Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses prévenues (\$)	Total des autorisations (\$)	Dépenses réelles (\$)	Dépenses prévenues et réelles (\$)	Dépenses réelles (\$)

Sécurité et coopération internationales	12 969 069,0	13 068 321,0	15 573 000,0	12 913 400,0	12 389 820,0	3 183 180,0
Total du PPT	12 969 069,0	13 068 321,0	15 573 000,0	12 913 400,0	12 389 820,0	3 183 180,0

**Commentaires sur les écarts :** La quote-part a été réduite à la suite des négociations; aussi, le dollar canadien a fluctué positivement.

**Résultats d'évaluation importants et adresse électronique de la dernière évaluation :** S.O.

**Nom du programme de paiement de transfert : Agence internationale de l'énergie atomique (AIEA)**

**Date de mise en œuvre :** 19 décembre 1989 **Date de clôture :** S.O. **Total des affectations :** S.O.

**But du programme de paiement de transfert :** Verser la quote-part du Canada pour l'année 2005 pour son adhésion à l'Agence internationale de l'énergie atomique (AIEA). Le Canada en présidera le Conseil des gouverneurs, principal organe décisionnaire intersessions, jusqu'en octobre 2005.

**Objectifs et résultats prévus :** Adhésion continue en règle, et influence et crédibilité au sein d'un organisme international important dont le Canada soutient les buts.

L'AIEA est le centre mondial de la coopération nucléaire et œuvre pour l'utilisation sûre, sécuritaire et pacifique de la technologie nucléaire. Il est important pour le Canada d'être membre de l'AIEA, car nous croyons en l'importance du rôle que joue l'Agence dans la défense des objectifs de non-prolifération du nucléaire, le renforcement de la sûreté et de la sécurité, et la promotion de l'industrie canadienne de production nucléaire et de production d'isotopes – vaste industrie à la fine pointe de la technologie – et de notre important secteur de l'uranium.

**Résultats obtenus et progrès réalisés :** Adhésion continue en bonne et due forme, influence et crédibilité au sein d'une organisation internationale importante, dont le mandat et les activités vont dans le sens des intérêts du Canada.

Suite à la page suivante

Secteur d'activités :	2002 - 2003					2003 - 2004					2004 - 2005				
	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses présumées (\$)	Dépenses présumées et les dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses présumées (\$)	Dépenses présumées et les dépenses réelles (\$)	Dépenses présumées et les dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses présumées (\$)	Dépenses présumées et les dépenses réelles (\$)	Dépenses présumées et les dépenses réelles (\$)	Dépenses présumées et les dépenses réelles (\$)

**Commentaires sur les écarts :** Le résultat de la fluctuation du taux de change.

**Résultats d'évaluation importants et adresse URL de la dernière évaluation :** Le Secréariat du Commonwealth est vérifié par les vérificateurs du gouvernement britannique – aucun problème majeur n'a été relevé (<http://www.thecommonwealth.org>).

Sécurité et coopération internationales	5 318 788,0	5 285 977,0	5 125 000,0	5 553 566,0	5 538 231,0	(413 231,0)
Total du PPT	5 318 788,0	5 285 977,0	5 125 000,0	5 553 566,0	5 538 231,0	(413 231,0)

**Nom du programme de paiement de transfert :** Organisation des Nations Unies pour l'alimentation et l'agriculture (FAO) (CT 783317)

**Date de mise en œuvre :** juillet 1982 **Date de clôture :** S.O. **Total des affectations :** S.O.

**But du programme de paiement de transfert :** La quote-part annuelle du Canada à l'Organisation des Nations Unies pour l'alimentation et l'agriculture (FAO) est une obligation juridiquement exigible dans le cadre de son adhésion. L'objet de cette adhésion est de faire progresser les buts de la politique étrangère du gouvernement du Canada relativement au développement agricole et d'obtenir une tribune internationale pour faire valoir ses points de vue.

**Objectifs et résultats prévus :** Atteindre la sécurité alimentaire pour tous est au cœur des efforts de la FAO, c'est-à-dire faire en sorte que tout le monde dispose d'un accès régulier à une alimentation de haute qualité et en quantité suffisante pour pouvoir être actif et en bonne santé. Le mandat de la FAO consiste à élever les niveaux nutritionnels, à améliorer la productivité agricole, à accroître la qualité de vie des populations rurales et à contribuer à la croissance de l'économie mondiale.

Les objectifs de la FAO, énoncés dans sa constitution, visent à :

- favoriser de bonnes conditions de vie pour tous en prenant des mesures actives pour élever les niveaux de nutrition et le niveau de vie des populations des États membres;
- consolider les améliorations apportées à l'efficacité de la production et de la distribution des denrées alimentaires et agricoles, y compris les produits de la pêche, de la mer et de la sylviculture;
- améliorer les conditions de vie des populations rurales. Et ainsi, contribuer à l'expansion de l'économie mondiale et libérer l'humanité de la faim.

Pour plus de renseignements, consulter le site Web suivant : <<http://www.fao.org>>.

Suite à la page suivante

**Commentaires sur les écarts :** Les estimations aux fins de planification sont fournies avant que le budget final ne soit adopté à l'OCDE; par conséquent, il existe toujours un écart. Les fonds destinés à l'OCDE sont fournis en euros, de sorte que la fluctuation du taux de change entre l'euro et le dollar canadien influe également sur l'écart.

Résultats d'évaluation importants et adresse électronique de la dernière évaluation : S.O.

Nom du programme de paiement de transfert : Secrétariat pour les pays du Commonwealth (CT 646044)

Date de mise en œuvre : 28 septembre 1965 Date de clôture : S.O. Total des affectations : S.O.

**But du programme de paiement de transfert :** Le versement d'une quote-part au budget ordinaire du Commonwealth est une obligation juridiquement exigible de tous les membres. Par son adhésion, le Canada entend faire progresser les buts de sa politique étrangère liés à la paix, à la sécurité et au développement international et, à cette fin, renforcer ses relations avec les 53 pays membres du Commonwealth.

**Objectifs et résultats prévus :** Les quotes-parts permettent de financer les programmes pour atteindre les objectifs fixés par les chefs de gouvernement dans les communiqués et les déclarations énoncés à l'issue des réunions biennales des chefs de gouvernement des pays du Commonwealth.

Les objectifs principaux sont de développer, de promouvoir et de protéger la démocratie, et d'encourager la coopération internationale pour le développement économique, social et politique.

**Résultats prévus :** La plus grande partie du budget ordinaire est affectée à l'appui et à la mise en œuvre des décisions prises à l'issue des réunions des chefs de gouvernement du Commonwealth et des nombreuses réunions régulières des ministres sectoriels des États membres du Commonwealth, comme le Groupe d'action ministériel du Commonwealth et les ministres des Affaires étrangères, des Finances, de la Santé et de l'Éducation.

Les résultats comprennent des interventions diplomatiques sous la forme de missions de bons offices et de pressions publiques effectuées par le Secrétariat ainsi que des mesures coordonnées des ministres du Commonwealth visant à soutenir les institutions et les procédures démocratiques, des programmes de renforcement des capacités dans le domaine des procédures démocratiques et des droits de la personne, ainsi qu'une coopération améliorée entre les pays du Commonwealth pour le développement économique, social et politique.

Pour plus de renseignements, consulter le site Web suivant : <<http://www.the.commonwealth.org>>.

**Résultats obtenus et progrès réalisés :** Le Secrétariat a géré sept rencontres ministérielles, a organisé trois missions d'observation d'élections, a travaillé pour protéger la démocratie et prévenir les conflits sous la forme de bons offices dans cinq pays, a participé à l'ébauche de lois et de règlements afin de renforcer le processus démocratique, l'application de la loi et les droits fondamentaux dans plusieurs pays, et a fourni de l'aide technique dans une variété de secteurs à des pays membres en voie de développement.

Suite à la page suivante

## Organisation de coopération et de développement économiques (OCDE)

Date de mise en œuvre : 20 mars 1975 Date de clôture : S.O. Total des affectations : S.O.

**But du programme de paiement de transfert :** Verser la quote-part du Canada pour son adhésion à l'OCDE. Cette contribution permet de payer les frais du secrétariat (experts et personnel de soutien qui effectuent des travaux de recherche et d'analyse de haut calibre) et les coûts de maintenance du bureau central de l'OCDE à Paris.

**Objectifs :** Coordonner, intégrer et diriger la participation pangouvernementale canadienne à l'OCDE d'une manière qui reflète et renforce les priorités nationales.

Promouvoir et élaborer les objectifs de politique étrangère du Canada (stabilité économique, conduite des affaires publiques) et une grande variété d'objectifs de politiques d'autres ministères fédéraux (p. ex. politique commerciale, politique de développement) dans le cadre du programme de travail de l'OCDE en matière de recherche, d'analyse, de développement de politiques, d'examen par les pairs et de coopération avec des pays non membres.

Contribuer et donner son appui aux travaux de l'OCDE sur la gestion de l'institution. Réformer et renforcer l'OCDE, selon les besoins, pour faire face aux nouveaux enjeux et aux nouvelles dynamiques de pouvoirs.

**Résultats prévus :** Elaboration de programmes de travail et de prise de position politiques propres à l'OCDE qui reflètent les apports de l'ensemble du gouvernement de même que nos priorités nationales; maintien d'une saine gestion de l'OCDE; réformes institutionnelles visant à améliorer la capacité de l'OCDE à faire face à de nouveaux enjeux et à de nouvelles dynamiques de pouvoirs.

**Résultats obtenus et progrès réalisés :** Des consultations horizontales menées dans l'ensemble du gouvernement ont informé le programme des discussions en matière de travail et de budget et ont assuré au Canada la poursuite de travaux importants sur des sujets tels que les pêches, le développement durable et l'imposition. Le Canada a fourni un vérificateur au Conseil de vérification dans le but de continuer d'assurer une saine gestion. Une entente a été conclue en vue de tenir des discussions sur la réforme de la gouvernance de l'OCDE pour 2005-2006. Une stratégie a été élaborée pour améliorer les liens avec les non-membres, et le Canada préside le comité chargé du suivi.

	2002 - 2003	2003 - 2004	2004 - 2005
Dépenses réelles (\$)			
Dépenses réelles (\$)			
Dépenses prévues (\$)			
Total des autorisations (\$)			
Dépenses prévues et les dépenses réelles (\$)			
Écarts entre les dépenses prévues et les dépenses réelles (\$)			

## Secteur d'activités :

Sécurité et coopération internationales 9 748 240,0 10 508 000,0 10 549 000,0 10 703 550,0 10 703 550,0 (154 550,0)

Total du PPT 9 748 240,0 10 508 000,0 10 549 000,0 10 703 550,0 10 703 550,0 (154 550,0)

Suite à la page suivante.

affectant l'approbation et la commercialisation des produits de biotechnologie) ainsi que trois contestations américaines des mesures de recours commerciaux concernant le bois d'œuvre résineux canadien), un défendeur dans deux contestations (Canada - Mesures relatives à l'exportation du blé et au traitement des grains importés, et Canada - Maintien de la suspension d'obligations dans le différend CE - Hormones). Parmi les cinq différends qui ont fait l'objet d'une décision au cours de la période examinée (ceux touchant d'autres questions que les produits de biotechnologie et les hormones), le Canada a enregistré des succès notables. Le Canada a également joué un rôle actif à titre de tierce partie dans divers autres différends importants, y compris celui concernant les Cross-Border Supply of Gambling and Betting Services (États-Unis), les CE - Subventions à l'exportation de sucre et les Subventions concernant le coton Upland (États-Unis).

Écarts entre les dépenses prévues et les dépenses réelles (\$)	2002 - 2003		2003 - 2004		2004 - 2005	
	Dépenses réelles (\$)	Dépenses prévues (\$)	Dépenses réelles (\$)	Dépenses prévues (\$)	Total des autorisations (\$)	Dépenses réelles (\$)

Secteur d'activités :

Sécurité et coopération internationales	6 677 997,0	6 581 761,0	6 094 000,0	6 894 000,0	6 797 404,0	(703 404,0)
Total du PPT	6 677 997,0	6 581 761,0	6 094 000,0	6 894 000,0	6 797 404,0	(703 404,0)

**Commentaires sur les écarts :** La différence entre les dépenses prévues du Canada et les dépenses réelles en 2004-2005 sont principalement attribuables à deux facteurs.

1) Augmentation du budget de l'OMC, partiellement contrebalancée par une réduction de la quote-part du Canada ainsi que des fluctuations entre le franc suisse (CHF) et le dollar canadien. Le budget total de l'OMC, dont les membres paient leur quote-part, a augmenté par suite de plusieurs pressions budgétaires sur les activités de l'organisation. Celles-ci comprennent des rencontres fréquentes et continues à Genève à la suite de l'entente et des négociations du Conseil général du 31 juillet sur les cadres d'accès de marchés agricoles et non agricoles, une décision d'établir des négociations sur la facilitation du commerce, des négociations de services continue, ainsi que du travail continu sur d'autres aspects des négociations. Les augmentations du budget sont aussi attribuables à des ajustements prévus par des lois (principalement les salaires et les frais relatifs au personnel) ainsi que la mise en œuvre d'un programme destiné à relever la sécurité.

2) Les contributions sont déterminées selon la quote-part de commerce international de chacun des membres, selon le commerce des biens, des services et des droits de propriété intellectuelle pour les trois dernières années là où les données sont disponibles. La quote-part des membres change au fil du temps et est influencée par l'ajout de nouveaux membres. Conséquemment, malgré l'augmentation, la contribution du Canada en 2004-2005 a été partiellement contrebalancée par une diminution de la quote-part du Canada\*. La variation du taux de change a aussi joué un rôle important dans l'écart entre les dépenses prévues et les dépenses réelles. Les contributions sont payées à l'OMC en francs suisses (CHF), et le coût en dollars canadiens fluctue selon le taux de change. En rapprochant les dépenses prévues des dépenses réelles pour 2004-2005 en CHF, l'écart est seulement de 2,45 % (comparativement à 11,5 % en dollars canadiens).

Résultats d'évaluation importants et adresse électronique de la dernière évaluation : S.O.

**Nota :** \* La quote-part du Canada a diminué entre le moment où les estimations ont été préparées (3,95 %) et celui où le budget final a été approuvé (3,92 %).

Suite à la page suivante

Tableau 12 : Renseignements sur les programmes de paiement de transfert

Nom du programme de paiement de transfert : Organisation mondiale du commerce (OMC) (CT 831054)  
Date de mise en œuvre : 1<sup>er</sup> janvier 1995    Date de clôture : S.O.    Total des affectations : S.O.

But du programme de paiement de transfert : Verser la quote-part du Canada pour son adhésion à l'OMC.

**Objectifs et résultats prévus** : En adhérant à l'Organisation mondiale du commerce (OMC), le Canada parvient à accéder à des marchés internationaux et contribue à l'instauration d'un environnement commercial plus stable, plus prévisible et plus transparent.

**Résultats obtenus et progrès réalisés** : Le Canada participe activement aux négociations. En 2004, des négociations ont produit l'Accord-cadre de juillet qui soulignait l'état des négociations en l'absence d'un texte ministériel suite à la 5e Conférence ministérielle tenue à Cancun, au Mexique. Plusieurs de nos idées et propositions ont été adoptées par la suite dans l'accord-cadre, y compris le cadre sur l'agriculture. Grâce à une série d'activités comprenant des rencontres en petits groupes de travail, des propositions informelles, des rencontres avec les présidents des groupes de négociations et des hauts fonctionnaires et du travail technique continu, il nous a été possible d'atteindre notre objectif de contribuer au cadre de juillet 2004. Quoique ce cadre a été fondamental dans la poursuite des négociations, il ne représente qu'une étape dans le processus visant à assurer le succès des négociations de Doha.

Le Canada a participé à toutes les réunions des comités permanents et spéciaux de l'OMC en 2004-2005. Celles-ci comprennent entre autres une participation régulière aux rencontres du Conseil général (qui traite des enjeux institutionnels et administratifs ayant une importante composante de politique commerciale), l'Organe de règlement des différends, l'Organe d'examen des politiques commerciales, les rencontres ministérielles informelles de l'OMC, les rencontres de hauts fonctionnaires ainsi que de nombreuses rencontres de conseils, de comités, de groupes de travail et de groupes de négociations responsables des enjeux auprès de l'OMC. Le travail du Canada sur la scène internationale, au sein d'organisations telles que l'APÉC et le Groupe de Cairns, a également renforcé notre contribution à l'OMC.

En qualité de président de l'Organe d'examen des politiques commerciales, l'ambassadeur Don Stephenson a secondé le président du Conseil général, l'ambassadeur Mohamed, dans le processus de sélection du prochain directeur général de l'OMC. Cette démarche comprenait une série de consultations avec des membres de l'OMC afin d'évaluer leurs préférences ainsi que l'ampleur de l'appui à chaque candidat. Les membres ont choisi le Français Pascal Lamy comme nouveau directeur général de l'OMC, et ont ainsi évité une rupture nord-sud parmi les membres qui aurait été nuisible à la poursuite des négociations relatives au Programme de Doha pour le développement.

Le Canada a participé aux discussions portant sur diverses initiatives, certaines nouvelles et d'autres déjà en cours, d'aide technique et de renforcement des capacités mises de l'avant par l'OMC et d'autres organisations internationales. Le Canada a également travaillé en vue de maximiser les bénéfices pour les pays en développement (c.-à-d. les aider à participer aux négociations de l'OMC, à répondre à leurs obligations et à intégrer le commerce dans leurs plans de développement national et de réduction de la pauvreté) en encourageant et en améliorant la cohérence et la coordination entre les donateurs nationaux, les organismes et les institutions multilatérales, régionales et bilatérales.

Le Canada a participé à l'examen des politiques commerciales de l'OMC de 22 pays en 2004-2005, un exercice de révision par les pairs établi pour fournir un aperçu général ainsi qu'une meilleure compréhension de tout l'éventail des pratiques et des politiques des membres ainsi que de leurs incidences sur le système de commerce multilatéral.

Le Canada a présenté par écrit des questions sur les pratiques et les politiques des membres à l'étude et a participé activement aux rencontres. Le Canada a continué de participer activement aux procédures de l'OMC sur le règlement des différends. Le Canada était un plaignant dans cinq différends (E.-U. - Continued Dumping and Subsidy Offset Act de 2000 (Byrd), CE - Mesures

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Tableau 11 : Renseignements sur les dépenses de projets (en millions de dollars)

**Projets des Services ministériels :**

Ces grands projets immobiliers fourniront des locaux plus sûrs, mieux sécurisés et plus économiques pour les bureaux et les logements tout en corrigeant un certain nombre de problèmes sérieux auxquels est confronté le personnel à l'étranger :

- croissance des programmes et surpeuplement – Ankara, Berlin, Nairobi;
- détérioration des immobilisations actuelles ayant un effet négatif sur la santé et la sécurité – Rome;
- détérioration des locaux loués – Ankara, Dacca, Nairobi, Port-au Prince, Séoul.

Ces nouvelles installations viennent également appuyer les grandes priorités stratégiques du gouvernement du Canada au moyen d'une prestation plus efficace des services gouvernementaux à l'étranger. Par exemple, plus de 50 % de cet important investissement de capital cible des pays du G8 (Allemagne, Italie, Russie).

Dans plusieurs cas, des écarts importants ont été enregistrés entre les dépenses prévues et les dépenses réelles (telles qu'elles apparaissent au Rapport sur les plans et les priorités) en raison de difficultés imprévues. Cependant, ces écarts ont surtout affecté les échéanciers et les flux de trésorerie pour l'exercice, mais non les coûts ou les autorisations. Ces cas sont résumés ci-dessous :

**Ankara :** La construction a été terminée en novembre 2004, à un coût inférieur au montant prévu au budget.

**Berlin :** Le projet d'ambassade a été retardé, mais les objectifs de coûts ont été respectés malgré des pertes de change imprévues par rapport à l'euro. L'achèvement et la prise de possession sont prévus pour avril 2005.

**Dacca :** Le projet de centre de loisirs sera terminé à l'été 2005. La construction de la chancellerie et de la résidence officielle a débuté en octobre 2004 et l'achèvement est prévu pour le début de 2006.

**Moscou :** L'achat de logements pour le personnel est en suspens en raison de problèmes d'approbation par le gouvernement russe. Les dépenses engagées au cours de l'exercice se rapportaient à l'aménagement des deux appartements déjà achetés.

**Nairobi :** La nouvelle chancellerie a été terminée en juin 2003 et son coût a été inférieur au montant prévu au budget.

**Paris :** L'achat de la résidence officielle destinée au représentant du Canada auprès de l'UNESCO, qui était louée depuis 1987, a été conclu en mars 2005.

**Rome :** Les travaux d'aménagement ont été entrepris en septembre 2004 et l'achèvement est prévu pour le début de 2006.

**Port-au-Prince :** Le projet était presque achevé en décembre 2003 mais, en raison des désordres civils, le déménagement n'a eu lieu qu'à la fin de mai 2004. Les coûts totaux sont inférieurs au montant prévu au budget.

**Séoul :** La construction procède en trois étapes : la fondation, l'immeuble de base et l'aménagement. Le contrat de construction de la fondation a été terminé en janvier 2005. L'attribution du contrat de construction de l'immeuble de base est prévue pour juin 2005. La date d'achèvement prévue est le début de 2007.

Le Ministère a veillé à ce que les ressources en immobilisations soient gérées efficacement et à ce que les flux de trésorerie soient gérés dans les limites des autorisations et des revenus actuels.

Les techniques de gestion ont inclus un processus continu de réaffectation interne en fonction de priorités nouvelles ou changeantes, une gestion des retards des projets (afin de réduire les demandes de ressources à court terme), des reports et un apport de revenus prévus provenant de la cession de biens immobiliers.

Tableau 11 : Renseignements sur les dépenses de projets (en millions de dollars)

Secteur d'activités	Coût total estimatif actuel	Dépenses réelles 2002 - 2003	Dépenses réelles 2003 - 2004	Dépenses prévues	Total des autorisations*	Dépenses réelles
					2004 - 2005	

## Services exécutifs

Ankara, Turquie	12,2	0,5	2,8	8,4	17,3	8,8
Construction d'une chancellerie <sup>2</sup>						
Berlin, Allemagne	101,2	14,9	18,6	15,7	101,2	15,5
Construction d'une chancellerie <sup>2</sup>						
Dacca, Bangladesh	25,5	1,0	2,2	5,3	26,0	2,4
Construction d'un complexe diplomatique <sup>2</sup>						
Moscou, Russie	15,1	3,1	0,1	0,6	15,1	0,2
10 logements pour le personnel <sup>2</sup>						
Nairobi, Kenya	24,1	8,7	1,1	0,2	25,3	0,3
Construction d'une chancellerie <sup>3</sup>						
Paris, France	3,8	0,0	0,0	0,0	3,8	3,6
Achat d'une résidence officielle pour UNESCO <sup>2</sup>						
Port-au-Prince, Haïti	18,2	8,8	2,1	1,0	20,1	0,4
Construction d'une chancellerie <sup>3</sup>						
Rome, Italie	46,1	0,8	0,9	0,7	46,1	4,2
Achat d'une chancellerie, rénovation <sup>2</sup> et construction <sup>2</sup>						
Séoul, Corée	51,7	0,9	3,9	11,0	51,7	4,7
Chancellerie / 7 logements pour le personnel						
Sous-total	297,9	38,7	31,7	42,9	306,6	40,1

## Notes explicatives :

Ce tableau présente les principaux projets d'immobilisations et de location qui mettent en œuvre les principaux objectifs et priorités du Ministère et du gouvernement. Les projets englobent ceux qui nécessitent l'approbation du Conseil du Trésor, puisque leur coût dépasse les pouvoirs délégués au Ministère. Les phases des projets sont présentées selon les définitions du processus d'approbation du Conseil du Trésor :

1. phase de définition du projet (approbation préliminaire du projet);
2. phase de mise en œuvre du projet (approbation effective du projet, approbation de projet de location);
3. fin du projet (projet achevé).

\* Le « total des autorisations » représente les autorisations courantes totales par le Conseil du Trésor pour l'ensemble du projet, du lancement à l'achèvement.

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Tableau 10B : Politique sur les normes de service pour les frais d'utilisation externes

Frais d'utilisation externe : Fonds renouvelable de Passeport Canada

2004 – 2005

**Norme de service** : Le délai d'exécution standard est de 10 jours pour les demandes soumises au comptoir et de 20 jours pour les demandes reçues par la poste.

**Résultats en matière de rendement**<sup>1</sup> : Le délai d'exécution a été respecté dans 97 % des cas pour les demandes soumises au comptoir et dans 94,6 % des cas pour les demandes reçues par la poste.

Consultation auprès des parties intéressées : S.O.

Frais d'utilisation externe : Locations et sous-locations de biens immobiliers

2004 – 2005

**Norme de service** : Afin de compenser les frais permanents de conservation des biens immobiliers temporairement excédentaires ainsi que les frais associés au cycle de vie, les locaux disponibles sont loués à des tiers dès que des locataires appropriés sont connus et que les modalités ont été négociées. Les locaux sont entièrement séparés des locaux principaux des missions. Toutes les transactions respectent la législation locale et internationale applicable aux biens immobiliers et aux privilèges diplomatiques.

**Résultats en matière de rendement**<sup>1</sup> : En 2004-2005, le Ministère a géré une sous-location et huit contrats de location. Quatre-vingt-dix pour cent des locaux excédentaires sont loués dans les six à huit mois et 90 % des contrats sont renouvelés conformément aux normes du marché. Dans la mesure du possible, les frais annuels d'exploitation et d'entretien des biens immobiliers en situation d'excédent temporaire sont recouverts au moyen des frais de location.

**Consultation auprès des parties intéressées** : Chaque accord propre à un emplacement préciserait les paramètres juridiques, contractuels et monétaires associés à l'occupation des locaux.

Nota:

1. Les résultats en matière de rendement, s'ils sont fournis, ne sont pas assujettis légalement à l'article 5.1 de la Loi sur les frais d'utilisation qui porte sur la réduction des frais en situation de rendement inférieur aux normes établies

† Ibid.

Tableau 10B : Politique sur les normes de service pour les frais d'utilisation externes

**Consultation auprès des parties intéressées :** Les normes de service relatives aux services consulaires ont été mises au point au terme de consultations avec les Canadiens dans environ 80 missions à l'étranger ainsi que de clients choisis au Canada. Des sondages ont également été menés aux aéroports internationaux de Toronto, de Montréal et de Vancouver.

Les clients peuvent consulter ces normes en ligne ainsi que dans toutes les missions à l'étranger. Ils sont invités à soumettre des commentaires s'ils n'ont pas reçu le niveau de service attendu ou s'ils souhaitent faire des suggestions. Selon les formulaires de commentaires des clients utilisés dans les missions, 85 % des clients sont d'accord que le service reçu était conforme aux attentes. Nous n'avons pas reçu de commentaires au sujet des normes proprement dites.

**Frais d'utilisation externe : Services consulaires spécialisés**

Les services consulaires spécialisés incluent la prestation de services tels que l'assermement, la réception d'affidavits et l'authentification de signatures ou de sceaux d'autorités étrangères. Les clients en situation d'urgence à l'étranger ou ceux pour qui des considérations humanitaires ou de compassion s'appliquent sont exemptés de ces frais. Les frais sont alloués sur le coût de prestation des services et ne sont pas inférieurs aux prix demandés par les professionnels locaux.

2004 – 2005

**Norme de service :** Les services consulaires sont régis par des normes de service écrites qui décrivent en détail les services à fournir ainsi que les normes quantitatives et qualitatives que les employés doivent suivre. Les normes de service sont publiées à [http://www.voyage.gc.ca/main/about/service\\_standards-fr.asp](http://www.voyage.gc.ca/main/about/service_standards-fr.asp) ainsi que dans toutes les missions à l'étranger. En ces lieux, elles sont affichées à la vue du public; si elles ne le sont pas, les employés peuvent les présenter à qui demande à les voir.

**Résultats en matière de rendement :** En 2004-2005, les missions à l'étranger ont traité 71 525 cas faisant appel aux services d'un avocat ou d'un notaire (y compris la prestation de services et les demandes d'information connexes). Les commentaires des clients montrent un niveau global de satisfaction de 81 % à l'égard des services d'avocat ou de notaire; 79 % des répondants se sont déclarés très satisfaits.

**Consultation auprès des parties intéressées :** Les normes de service relatives aux services consulaires ont été mises au point au terme de consultations avec les Canadiens dans environ 80 missions à l'étranger ainsi que de clients choisis au Canada. Des sondages ont également été menés aux aéroports internationaux de Toronto, de Montréal et de Vancouver.

Les clients peuvent consulter ces normes en ligne ainsi que dans toutes les missions à l'étranger. Ils sont invités à soumettre des commentaires s'ils n'ont pas reçu le niveau de service attendu ou s'ils souhaitent faire des suggestions. Selon les formulaires de commentaires des clients utilisés dans les missions, 85 % des clients sont d'accord que le service reçu était conforme aux attentes. Nous n'avons pas reçu de commentaires au sujet des normes proprement dites.

**Autres renseignements :** L'une des conditions requises pour qu'on envisage l'imposition de frais d'utilisation en vertu de la Loi sur les frais d'utilisation est que les services soient fournis exclusivement par le ministère qui impose les frais. Compte tenu du fait que tous les services mentionnés dans le Règlement sur les prix applicables aux services consulaires spécialisés peuvent également être fournis par le secteur privé, un avis juridique a été obtenu afin de déterminer si les frais exigés pour ces services sont assujettis à la Loi sur les frais d'utilisation. L'avis juridique conclut qu'ils ne le sont pas et qu'ils peuvent être modifiés sans que le Ministère soit tenu de respecter les conditions établies dans la Loi. On a cependant noté qu'en dépit de ce qui précède, le Conseil du Trésor pourrait adopter une politique ayant pour effet de soumettre aux mêmes exigences tous les frais qui ne sont pas des frais d'utilisation aux termes de la Loi.

Suite à la page suivante

Tableau 10B : Politique sur les normes de service pour les frais d'utilisation externes

Frais d'utilisation externe : Demandes soumises en vertu de la Loi sur l'accès à l'information

Droits associés au traitement des demandes d'accès en vertu de la Loi sur l'accès à l'information.

2004 - 2005

Norme de service : Cadre en cours d'élaboration par le SCT (<http://lois.justice.gc.ca/fr/a-1/8.html>)

Résultats en matière de rendement<sup>1</sup> : Le délai légal est respecté dans 65 % des cas.

Consultation auprès des parties intéressées : La norme de service est établie par la Loi sur l'accès à l'information et son Règlement. Des consultations ont été menées auprès des parties intéressées lors des modifications apportées en 1986 et en 1992.

Autres renseignements : Au cours de l'exercice 2004-2005, 16 plaintes pour retard étaient en instance auprès du Commissariat à l'information du Canada. Huit de ces plaintes ont été résolues à la satisfaction du commissaire durant cette période; les autres sont toujours en instance.

Le Ministère a pour pratique de renoncer aux frais lorsque le montant total exigé pour une demande est inférieur à 25 \$. Le nombre de cas dans lesquels le Ministère a renoncé aux frais a connu une augmentation significative en 2004-2005 en raison du défaut de celui-ci de répondre aux demandes d'accès à l'intérieur du délai légal.

Frais d'utilisation externe : Services consulaires

En plus des rentrées disponibles de Passeport Canada, des droits consulaires de 25 \$ sont perçus au nom du Ministère et déposés au Trésor. Ces frais compensent les coûts de la prestation de services consulaires aux Canadiens en détresse à l'étranger. La gamme des services consulaires va des réponses aux demandes de renseignements de routine aux cas d'enlèvements internationaux d'enfants en passant par les urgences médicales et les évacuations, les arrestations ou les détentions, le décès de Canadiens à l'étranger et les évacuations d'urgence dans les situations de désastre naturel ou de crise. Des services de passeport et de citoyenneté sont également fournis à l'étranger au nom de Passeport Canada et de Citoyenneté et Immigration Canada.

2004 - 2005

**Norme de service** : Les services consulaires sont régis par des normes de service écrites qui décrivent en détail les services à fournir ainsi que les normes quantitatives et qualitatives que les employés doivent suivre. Les normes de service sont publiées à [http://www.voyage.gc.ca/main/about/service\\_standards-fr.asp](http://www.voyage.gc.ca/main/about/service_standards-fr.asp) ainsi que dans toutes les missions à l'étranger. En ces lieux, elles sont affichées à la vue du public; si elles ne le sont pas, les employés peuvent les présenter à qui demande à les voir.

**Résultats en matière de rendement**<sup>1</sup> : En 2004-2005, les agents consulaires ont traité près de 1,4 million de demandes de services consulaires et 192 350 dossiers ont été ouverts, y compris pour des services de passeport. Les commentaires recueillis indiquent que 85 % des répondants étaient satisfaits des services reçus. Parmi ceux-ci, 77 % étaient très satisfaits, contre 73 % l'année précédente. Un sondage en ligne auprès des clients a été réalisé en août-septembre 2004. Ses résultats indiquent que 88 % des clients sont soit satisfaits (31 %) ou très satisfaits (57 %) des services consulaires qu'ils ont reçus.

Suite à la page suivante

Tableau 10A : Loi sur les frais d'utilisation (en millions de dollars)

Les recettes qui en découlent servent au Ministère à compenser les coûts marginaux (autres que les coûts de traitement des visas et des permis de travail) engagés à l'appui des programmes à Sydney, Australie, et à Wellington, Nouvelle-Zélande, ainsi qu'à augmenter les contingents des programmes en les élargissant à d'autres pays dont la participation actuelle est minimale et en répondant aux demandes d'échanges accrus dans les pays participant actuellement, ainsi que pour augmenter le niveau de participation des Canadiens partants en faisant connaître les programmes aux jeunes Canadiens et en en faisant la promotion au Canada.

Genre de frais : Autres – Frais de participation à un programme

Pouvoir d'établissement des frais : Politique de tarification du CT no 828483 en application de l'alinéa 19(1)b) de la Loi sur la gestion des finances publiques .

Date de la dernière modification : janvier 2001

2004 - 2005		Années de planification	
Revenu prévu (\$000)	Revenu réel (\$000)	Coût total (\$000)	Exercice
		Revenu prévu (\$000)	Coût estimatif total (\$000)
Total	1 500,0	1 500,0	4 500,0
	1 500,0	2005 - 2006	1 500,0
	1 500,0	2006 - 2007	1 500,0
	1 500,0	2007 - 2008	1 500,0
		Total	2 700,0

**Norme de rendement 2004 - 2005 :** Les jeunes étrangers qui paient des droits de participation de 150 \$ et qui peuvent participer aux programmes peuvent s'attendre que leurs demandes soient examinées et traitées et à recevoir leur lettre de présentation ou avis de rejet de Citoyenneté et Immigration Canada (CIC) dans un délai de 10 jours ouvrables environ. Les frais sont remboursés aux candidats non admissibles.

**Résultats en matière de rendement 2004 - 2005 :** En 2004-2005, plus de 23 000 jeunes étrangers ont participé aux PJL au Canada. Au cours de la même période, un nombre analogue de jeunes Canadiens sont allés travailler à l'étranger dans le cadre de ces programmes. Parmi les participants étrangers venus d'Australie et de Nouvelle-Zélande, 8 420 ont dû acquitter 150 \$ de frais de participation. Les lettres d'acceptation du PJL et les lettres d'introduction de CIC ont été délivrées à l'intérieur du délai cible de 10 jours ouvrables dans le cas de 99 % des demandes reçues de ces deux pays.

Le niveau de satisfaction et d'intérêt pour les PJL à l'étranger est en hausse, comme le prouve le désir des pays participants d'augmenter leur contingent de participation, ainsi que le souhaite de nouveaux pays de participer. Le Ministère travaille à établir des accords PJL avec le Danemark, la Hongrie, l'Italie, la Pologne, le Portugal et l'Espagne.

Autres renseignements : NIL

Nota:

\* Nota : Selon les avis juridiques prédominants, lorsque l'entrée en vigueur des frais correspondants ou leur plus récente modification a eu lieu avant le 31 mars 2004, la :

- norme de rendement, si elle est mentionnée, peut ne pas avoir été examinée par le Parlement;
  - norme de rendement, si elle est fournie, peut ne pas respecter toutes les exigences relatives à son établissement en vertu de la Loi sur les frais d'utilisation (p. ex. comparaisons sur le plan international, adresse indépendante où l'on peut soumettre une plainte)
- + Ibid

Tableau 10A : Loi sur les frais d'utilisation (en millions de dollars)

Frais d'utilisation : Frais relatifs aux services consulaires spécialisés

Les services consulaires spécialisés incluent la prestation de services tels que l'assemblage, la réception d'affidavits et l'authentification de signatures ou de sceaux d'autorités étrangères. Les clients en situation d'urgence à l'étranger ou ceux pour qui des considérations humanitaires ou de compassion s'appliquent sont exemptés de ces frais. Les frais sont alignés sur le coût de prestation des services et ne sont pas inférieurs aux prix demandés par les professionnels locaux.

Genre de frais :

Autres – Recouvrement des coûts

Pouvoir d'établissement des frais :

Règlement sur les prix applicables aux services consulaires spécialisés [http://www.voyage.gc.ca/main/about/consular\\_fees-fr.asp](http://www.voyage.gc.ca/main/about/consular_fees-fr.asp) conformément à l'alinéa 19(1)a) de la Loi sur la gestion des finances publiques.

Des droits sont perçus pour ces services depuis 1958 en vertu du Règlement concernant les droits exigibles pour les services consulaires, DORS / 58-133. La dernière modification a eu lieu en 1998.

2004 - 2005					
Années de planification					
Revenu prévu (\$000)	Revenu réel (\$000)	Coût total (\$000)	Exercice	Revenu prévu (\$000)	Coût estimatif total (\$000)
2,6	2,9	3,5	2005 - 2006	3,5	3,5
			2006 - 2007	3,5	3,5
			2007 - 2008	3,5	3,5
Total	2,9	3,5	Total	10,5	10,5

**Norme de rendement 2004 - 2005 :** Les services consulaires sont régis par des normes de service écrites qui décrivent en détail les services à fournir ainsi que les normes quantitatives et qualitatives que les employés doivent suivre. Les normes de service sont publiées à [http://www.voyage.gc.ca/main/about/service\\_standards-fr.asp](http://www.voyage.gc.ca/main/about/service_standards-fr.asp) ainsi que dans toutes les missions à l'étranger. En ces lieux, elles sont affichées à la vue du public; si elles ne le sont pas, les employés peuvent les présenter à qui demande à les voir.

**Résultats en matière de rendement 2004 - 2005 :** En 2004-2005, les missions à l'étranger ont traité 71 525 cas faisant appel aux services d'un avocat ou d'un notaire (y compris la prestation de services et les demandes d'information connexes). Les commentaires des clients montrent un niveau global de satisfaction de 81 % à l'égard des services d'avocat ou de notaire; 79 % des répondants se sont déclarés très satisfaits.

Frais d'utilisation : Programmes internationaux pour les jeunes (PIJ)

Les Programmes internationaux pour la jeunesse (PIJ) permettent aux jeunes Canadiens de 18 à 35 ans de voyager et de travailler à l'étranger jusqu'à 12 mois. Ces programmes, fonctionnant en réciprocité, ont facilité les échanges dans plus de 40 pays l'an dernier. Les participants d'Australie et de Nouvelle-Zélande qui vivent et travaillent au Canada doivent verser des frais de 150 \$ par personne (ces pays perçoivent des frais des jeunes Canadiens qui participent aux programmes d'échanges).

Suite à la page suivante

Tableau 10A : Loi sur les frais d'utilisation (en millions de dollars)

**Frais d'utilisation : Droits à payer pour les services consulaires**

En plus des rentées disponibles de Passeport Canada, des droits consulaires de 25 \$ sont perçus au nom du Ministère et déposés au Trésor. Ces frais compensent les coûts de la prestation de services consulaires aux Canadiens en détresse à l'étranger. La gamme des services consulaires va des réponses données aux demandes de renseignements de routine aux cas d'enlèvements internationaux d'enfants en passant par les urgences médicales et les évacuations, les arrestations ou les détentions, le décès de Canadiens à l'étranger et les évacuations d'urgence dans les situations de désastre naturel ou de crise. Des services de passeport et de citoyenneté sont également fournis à l'étranger au nom de Passeport Canada et de Citoyenneté et Immigration Canada.

**Genre de frais :**

Autres – Recouvrement des coûts

**Pouvoir d'établissement des frais :**

Règlement sur les droits à payer pour les services consulaires <http://lois.justice.gc.ca/fr/E-22/DORS-95-538/index.html> conformément à la Loi sur le ministère des Affaires étrangères et du Commerce international.

**Date de la dernière modification :** Les droits consulaires sont entrés en vigueur le 8 novembre 1995. La disposition n'a pas été modifiée.

2004 - 2005		Années de planification	
Revenu prévu (\$000)	Revenu réel (\$000)	Coût total (\$000)	Exercice
		Revenu prévu (\$000)	Coût estimatif total (\$000)
Total	65,1	66,2	76,3
Total	65,1	66,2	76,3
	2005 - 2006	2006 - 2007	2007 - 2008
	66,2	66,2	66,2
	68,4	68,4	68,4
	68,4	68,4	68,4
	205,2	198,6	205,2

**Norme de rendement 2004 - 2005 :** Les services consulaires sont régis par des normes de service écrites qui décrivent en détail les services à fournir ainsi que les normes quantitatives et qualitatives que les employés doivent suivre. Les normes de service sont publiées à [http://www.voyage.gc.ca/main/about/service\\_standards-fr.asp](http://www.voyage.gc.ca/main/about/service_standards-fr.asp) ainsi que dans toutes les missions à l'étranger. En ces lieux, elles sont affichées à la vue du public; si elles ne le sont pas, les employés peuvent les présenter à qui demande à les voir.

Les services consulaires sont fournis aux Canadiens à l'étranger à toute heure, tous les jours, dans plus de 270 points de service partout dans le monde. En dehors des heures de bureau normales, les appels sont acheminés au Centre des opérations d'urgence à Ottawa. Les situations d'urgence reçoivent une attention immédiate.

**Résultats en matière de rendement 2004 - 2005 :** En 2004-2005, les agents consulaires ont traité près de 1,4 million de demandes de services consulaires et 192 350 dossiers ont été ouverts, y compris pour des services de passeport. Les commentaires recueillis indiquent que 85 % des répondants étaient satisfaits des services reçus. Parmi ceux-ci, 77 % étaient très satisfaits, contre 73 % l'année précédente. Un sondage en ligne auprès des clients a été réalisé en août-septembre 2004. Ses résultats indiquent que 88 % des clients sont soit satisfaits (31 %) ou très satisfaits (57 %) des services consulaires qu'ils ont reçus.

*Suite à la page suivante*

Tableau 10A : Loi sur les frais d'utilisation (en millions de dollars)

2004 - 2005					
Années de planification					
Revenu prévu (\$000)	Revenu réel (\$000)	Coût total (\$000)	Exercice	Revenu prévu (\$000)	Coût estimatif total (\$000)
80,0	88,0	88,0	2005 - 2006	90,0	90,0
80,0	88,0	88,0	2006 - 2007	90,0	90,0
			2007 - 2008	90,0	90,0
<b>Total</b>	<b>80,0</b>	<b>88,0</b>	<b>Total</b>	<b>270,0</b>	<b>270,0</b>

**Norme de rendement 2004 - 2005 :** La formation fait l'objet d'une évaluation permanente. Les participants aux cours de langues subissent des tests de classement avant la formation ainsi que des épreuves de compétence après le cours pour s'assurer que les niveaux visés ont été atteints.

**Résultats en matière de rendement 2004 - 2005 :** La cote accordée par les clients pour la formation linguistique est de 84 %, tandis que la cote moyenne pour la formation en efficacité interculturelle est de 91 %.

**Frais d'utilisation : Fonds renouvelable de Passeport Canada****Genre de frais :**

Autres – Produits et services

**Pouvoir d'établissement des frais :**

Règlement sur les droits des services de passeports

**Date de la dernière modification :**

Le 11 décembre 2001

2004 - 2005					
Années de planification					
Revenu prévu (\$000)	Revenu réel (\$000)	Coût total (\$000)	Exercice	Revenu prévu (\$000)	Coût estimatif total (\$000)
166 182,0	167 213,0	169 688,0	2005 - 2006	181 431,0	181 431,0
166 182,0	167 213,0	(166 182,0)	2006 - 2007	199 324,0	199 324,0
			2007 - 2008	199 324,0	199 324,0
<b>Total</b>	<b>167 213,0</b>	<b>3 506,0</b>	<b>Total</b>	<b>580 079,0</b>	<b>580 079,0</b>

**Norme de rendement 2004 - 2005 :** Le délai d'exécution standard est de 10 jours pour les demandes soumises au comptoir et de 20 jours pour les demandes reçues par la poste.

**Résultats en matière de rendement 2004 - 2005 :** Le délai d'exécution a été respecté dans 97 % des cas pour les demandes soumises au comptoir et dans 94,6 % des cas pour les demandes reçues par la poste.

Suite à la page suivante

Tableau 10A : Loi sur les frais d'utilisation (en millions de dollars)

Frais d'utilisation : Loi sur l'accès à l'information  
Droits exigés pour le traitement des demandes d'accès en vertu de la Loi sur l'accès à l'information  
Genre de frais :  
Autres  
Pouvoir d'établissement des frais :  
Loi sur l'accès à l'information  
Date de la dernière modification : 1992

2004 - 2005					Années de planification	
Revenu prévu (\$000)	Revenu réel (\$000)	Coût total (\$000)	Exercice	Revenu prévu (\$000)	Coût estimatif total (\$000)	
9,0	5,0	910,0	2005 - 2006	9,0	1 259,0	
			2006 - 2007	9,0	1 450,0	
			2007 - 2008	9,0	1 413,0	
9,0	5,0	910,0	Total	27,0	4 122,0	

Norme de rendement 2004 - 2005 : Cadre en cours d'élaboration par le Conseil du Trésor.  
(<http://lois.justice.gc.ca/fr/a-1/8.html>).

Résultats en matière de rendement 2004 - 2005 : Le délai légal est respecté dans 65 % des cas.

**Autres renseignements :** Le Ministère a pour pratique de renoncer aux frais lorsque le montant total exigé pour une demande est inférieur à 25 \$. Le nombre de cas dans lesquels le Ministère a renoncé aux frais a connu une augmentation significative en 2004 - 2005 en raison du défaut de celui-ci de répondre aux demandes d'accès en respectant le délai légal.

Frais d'utilisation : Formation fournie par l'Institut canadien du service extérieur (ICSE)

L'ICSE génère des revenus nets en vertu d'un crédit en fournissant principalement des cours de langues étrangères et de l'ap-prentissage interculturel aux personnes qui ne sont pas des employés du MAECI (*Affaires étrangères*).

Genre de frais :  
Autres – Recouvrement des coûts

Pouvoir d'établissement des frais :  
Loi sur la gestion des finances publiques, Politique sur le recouvrement des coûts et la tarification du CT

Date de la dernière modification :  
L'imposition de frais a commencé en 1995. Une analyse des besoins en formation est effectuée au cas par cas après consultation avec les clients. Les frais de cours sont calculés en fonction du recouvrement de la totalité des coûts.

Suite à la page suivante

Tableau 9 : Besoins en ressources par secteur (en millions de dollars)

2004 - 2005						
Organisation	Sécurité et coopération internationales	Aide aux Canadiens à l'étranger	Diplomatie ouverte	Services ministériels	Services aux ministères partenaires	Services de passeport
Services ministériels, Passeport et Affaires consulaires						
Budget principal	28,6	7,2	0,0	233,6	0,0	0,0
Dépenses prévues	42,3	7,8	0,0	247,3	0,0	7,5
Total des autorisations	48,4	12,2	0,0	313,4	0,0	13,9
Dépenses réelles	40,2	11,9	0,0	313,9	0,0	2,5
Ressources humaines						
Budget principal	0,0	0,1	0,0	36,0	0,0	0,0
Dépenses prévues	0,0	0,1	0,0	36,7	0,0	0,0
Total des autorisations	0,0	0,1	0,0	54,2	0,0	0,0
Dépenses réelles	0,0	0,1	0,0	57,1	0,0	0,0
Amériques						
Budget principal	33,1	16,5	19,2	0,0	161,0	0,0
Dépenses prévues	38,1	16,3	18,1	0,0	160,7	0,0
Total des autorisations	41,9	20,5	23,2	0,0	100,5	0,0
Dépenses réelles	36,0	18,6	20,2	0,0	88,2	0,0
Europe						
Budget principal	32,9	16,5	19,1	0,0	160,6	0,0
Dépenses prévues	37,9	16,2	18,0	0,0	160,1	0,0
Total des autorisations	44,3	21,8	24,5	0,0	108,1	0,0
Dépenses réelles	39,6	21,1	23,2	0,0	102,0	0,0
Asie-Pacifique						
Budget principal	29,8	14,8	17,3	0,0	145,2	0,0
Dépenses prévues	34,9	14,8	16,6	0,0	147,1	0,0
Total des autorisations	38,3	18,8	21,3	0,0	91,7	0,0
Dépenses réelles	32,8	16,9	18,5	0,0	80,7	0,0
Afrique et Moyen-Orient						
Budget principal	17,1	8,5	10,0	0,0	83,7	0,0
Dépenses prévues	19,8	8,5	9,4	0,0	82,5	0,0
Total des autorisations	23,8	11,7	13,1	0,0	58,5	0,0
Dépenses réelles	19,8	10,0	10,6	0,0	49,2	0,0
Total						
Budget principal	119,3	0,0	0,0	0,0	0,0	0,0
Dépenses prévues	120,2	0,0	0,0	0,0	0,0	0,0
Total des autorisations	120,2	0,0	0,0	0,0	0,0	0,0
Dépenses réelles	89,6	0,0	0,0	0,0	0,0	0,0

Tableau 8 : Fonds renouvelable de Passeport Canada - État des opérations (en millions de dollars)

Tableau 8-C : Utilisation prévue des autorisations

2004 - 2005	2002 - 2003 - 2004	
	Dépenses réelles	Dépenses réelles
Budget principal	Dépenses prévenues	Total des dépenses autorisées

Autorisation :

Réduction :

Solde au 1<sup>er</sup> avril

Excédent prévu (réduction)

Solde prévu au 31 mars

14,2	13,9	13,9	13,9	13,9	11,4
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3,3	(0,3)	0,0	0,0	0,0	(2,5)
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10,9	14,2	13,9	13,9	13,9	13,9
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Tableau 9 : Besoins en ressources par secteur (en millions de dollars)

2004 - 2005

Organisation	Sécurité et coopération internationales	Aide aux Canadiens à l'étranger	Diplomatie ouverte	Services ministériels	Services aux ministères partenaires	Services de passeport	Totaux
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Bureaux des cadres

0,0	0,0	0,0	0,0	8,0	0,0	0,0	8,0
-----	-----	-----	-----	-----	-----	-----	-----

Dépenses prévenues

Total des autorisations

Dépenses réelles

0,0	0,0	0,0	0,0	6,4	0,0	0,0	6,4
-----	-----	-----	-----	-----	-----	-----	-----

Jurisconsulte

8,0	0,0	0,0	0,0	0,0	0,0	0,0	8,0
-----	-----	-----	-----	-----	-----	-----	-----

Dépenses prévenues

Total des autorisations

Dépenses réelles

12,4	0,0	0,0	0,0	0,0	0,0	0,0	12,4
------	-----	-----	-----	-----	-----	-----	------

Politique mondiale et sécurité

573,8	0,0	0,0	0,0	0,0	0,0	0,0	573,8
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Dépenses prévenues

Total des autorisations

Dépenses réelles

538,9	0,0	0,0	0,0	0,0	0,0	0,0	538,9
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Communications, Culture et Planification des politiques

1,4	0,0	46,2	0,0	0,0	0,0	0,0	47,6
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Dépenses prévenues

Total des autorisations

Dépenses réelles

0,7	0,0	93,7	0,0	0,0	0,0	0,0	94,4
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Suite à la page suivante

Tableau 8 : Fonds renouvelable de Passeport Canada - Etat des opérations (en millions de dollars)

Tableau 8-A : Etat des opérations					
	2002 - 2003 2003 - 2004		2004 - 2005		
	Dépenses réelles	Dépenses réelles	Budget principal	Dépenses prévues autorisations réelles	
<b>Revenus disponibles</b>	136,8	158,4	166,2	166,2	166,2
Dépenses					
Fonctionnement :	138,8	149,4	166,2	166,2	166,2
Salaires et avantages sociaux des employés	70,2	85,9	87,1	87,1	94,5
Dépréciation	20,9	12,5	15,4	11,5	11,9
Réparations et entretien	1,7	2,6	3,0	3,0	2,7
Services administratifs et de soutien	10,4	12,1	15,2	14,1	12,9
Services publics, matériel et fournitures	35,1	36,1	45,5	50,5	45,5
Marketing	0,0	0,0	0,0	0,0	0,0
Intérêts	0,5	0,2	0,0	0,0	0,0
<b>Excédent (déficit)</b>	(2,0)	9,0	0,0	0,0	(0,3)

Tableau 8-B : Etat de l'évolution de la situation financière

	2002 - 2003 2003 - 2004		2004 - 2005		
	Dépenses réelles	Dépenses réelles	Budget principal	Dépenses prévues autorisations réelles	
<b>Excédent (déficit)</b>	(2,0)	9,0	0,0	0,0	0,0
Ajouter les postes hors caisse					
Dépréciation / amortissement	20,9	8,9	15,4	11,5	11,1
Provision pour indemnités de cessation d'emploi	0,8	1,5	0,4	0,4	1,4
Incidatifs différés / location	(0,1)	(0,3)	0,0	0,0	0,0
Intérêts sur les prélèvements	0,4	0,2	0,0	0,0	0,0
Ajouter les postes hors trésorerie :					
Gain sur grâce d'emprunt	0,0	0,0	0,0	0,0	4,5
Soumissions au Conseil du Trésor	0,0	0,0	0,0	0,0	2,2
Fluctuations du fond de roulement	(1,8)	1,2	8,6	12,6	(0,1)
Activités de placement :					
Acquisition de biens amortissables	(14,9)	(16,3)	(19,9)	(20,0)	(16,8)
Prêts du ministère des Affaires étrangères et du Commerce international (Affaires étrangères)	0,0	(4,5)	(4,5)	(4,5)	(4,5)
<b>Excédent de trésorerie (besoin)</b>	3,3	(0,3)	0,0	0,0	(2,5)

Tableau 7 : Sources des revenus disponibles et des revenus non disponibles (en millions de dollars)

Secteur d'activités	2002 - 2003		2003 - 2004		2004 - 2005	
	Dépenses réelles	Dépenses réelles	Dépenses réelles	Budget principal	Revenus prévus	Total des dépenses réelles

## Revenus disponibles

Sécurité et coopération internationales	0,9	0,0	0,0	0,0	0,0	0,0
Programme d'échanges internationaux pour les jeunes						
Aide aux Canadiens à l'étranger	2,4	2,5	2,6	2,6	2,6	2,1
Services consulaires spécialisés						
Diplomatie ouverte	0,6	0,4	1,1	1,1	1,1	0,3
Centres d'éducation canadiens						
Programme d'échanges internationaux pour les jeunes	0,3	1,3	1,2	1,2	1,2	1,5
Services ministériels						
Services de télécommunications	1,1	1,3	2,1	2,1	2,1	1,4
Services de formation	4,6	4,7	5,0	5,0	5,0	4,5
Services d'immobilier à l'étranger	8,9	9,5	9,3	9,3	9,3	7,2
Services aux ministères partenaires	0,0	0,0	0,0	0,0	0,0	0,0
***						
Services de passeport	136,7	158,4	166,2	166,2	166,2	164,5
Droits de passeport						
Total des revenus disponibles	155,5	178,1	187,5	187,5	187,5	181,5
Revenus non disponibles						
Sécurité et coopération internationales	Redressement de dépenses des années antérieures	0,6	0,0	0,0	0,0	0,6
Aide aux Canadiens à l'étranger	Frais consulaires pour l'obtention de documents de voyage	47,6	53,5	58,6	58,6	58,0
	Redressement de dépenses des années antérieures	0,2	0,6	0,0	0,0	0,2
Diplomatie ouverte	Redressement de dépenses des années antérieures	0,2	0,6	0,0	0,0	0,2
	Redressement de dépenses des années antérieures	0,2	0,8	0,0	0,0	0,9
Services ministériels	Part du loyer et des frais de transport, employés	18,2	18,3	12,2	12,2	18,2
	Ventes de propriétés et autres biens	27,2	8,6	18,4	18,4	14,7
	Redressement de dépenses des années antérieures	6,0	5,2	3,0	3,0	1,7
	Services fournis au Bureau des passeports	4,4	4,4	4,4	4,4	4,4
	Gains au titre des opérations de change	7,6	5,5	0,0	0,0	3,3
	Autres	0,8	2,2	1,0	1,0	1,9
Services aux ministères partenaires						
	Redressement de dépenses des années antérieures	0,9	3,2	0,0	0,0	0,7
Total des revenus non disponibles		113,7	103,9	97,6	97,6	104,6

Tableau 5 : Passif éventuel (en millions de dollars)

Passif éventuel	31 mars 2004	31 mars 2005
Réclamations et poursuites en instance ou imminentes	6,0	0,5
<b>Total</b>	<b>6,0</b>	<b>0,5</b>

Notes explicatives :

En date du 31 mars 2005, les passifs éventuels, estimés à 516 000 \$ étaient en instance contre le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*). Le montant de 516 000 \$ se rapporte à deux cas individuels de litige en cours ou menacé. Un de ces cas est un cas d'action relatif à l'emploi et l'autre est une réclamation en dommage contractuel. Quoique ces cas en soient à diverses étapes du litige, le Ministère n'a pas pour politique de faire des commentaires sur les résultats possibles des litiges. Ces derniers doivent cependant être reconnus comme des passifs potentiels contre la Couronne et ils sont donc présentés à titre d'information.

Les montants de l'année en cours ne comprennent pas les cas qui sont jugés improbables.

Tableau 6 : Prêts, placements et avances (non budgétaires) (en millions de dollars)

Secteur d'activités	2002 - 2003		2003 - 2004		2004 - 2005	
	Dépenses réelles	Dépenses réelles	Dépenses réelles	Budget principal	Dépenses prévues	Total des autorisations réelles
Avances au compte de fonds de roulement pour prêts et avances au personnel ou au personnel employé sur place, selon le crédit L12C	1,6	0,1	0,0	0,0	0,0	9,8
Avances au compte de fonds de roulement pour avances aux postes à l'étranger, selon le crédit 630	(14,1)	(3,8)	0,0	0,0	0,0	33,4
<b>Total</b>	<b>(12,5)</b>	<b>(3,7)</b>	<b>0,0</b>	<b>0,0</b>	<b>0,0</b>	<b>43,2</b>
						<b>6,7</b>

## Renseignements supplémentaires

3

Tableau 3 : Postes votés et législatifs (en millions de dollars)

Poste voté (V) ou législatif (L)	Budget principal	Dépenses prévues	Total des autorisations	Dépenses réelles
--	---------------------	---------------------	----------------------------	---------------------

2004 - 2005

1	Dépenses de fonctionnement	1 005,5	1 045,0	1 054,2	982,0
5	Dépenses d'immobilisations	123,8	138,7	131,8	127,6
10	Subventions et contributions	492,2	541,8	621,0	487,0
(L)	Ministère des Affaires étrangères - Traitement et allocation pour automobile	0,1	0,1	0,1	0,1
(L)	Paiements en vertu de la Loi sur la pension spéciale du service diplomatique	0,3	0,3	0,2	0,2
(L)	Contributions aux avantages sociaux des employés	106,4	106,4	56,0	56,0
(L)	Fonds renouvelable de Passeport Canada	0,0	0,0	13,9	2,5
(L)	Remboursement de montants crédités aux revenus d'années antérieures	0,0	0,0	0,8	0,8
(L)	Frais d'agences de recouvrement	0,0	0,0	0,0	0,0
(L)	Dépenses des produits de la vente de biens excédentaires de l'État	0,0	0,0	3,0	2,2
(L)	Pertes sur taux de change	0,0	0,0	6,6	6,6
<b>Total</b>		<b>1 728,3</b>	<b>1 832,3</b>	<b>1 887,6</b>	<b>1 665,0</b>

Tableau 4 : Coût net pour le Ministère (en millions de dollars)

2004 - 2005

## Dépenses réelles

Plus : Services reçus à titre gracieux

1 665,0

Locaux fournis par Travaux publics et Services gouvernementaux Canada (TPSGC)

21,6

Contributions de l'employeur aux primes du régime d'assurance des employés et dépenses payées par le SCT (excluant les fonds renouvelables)

36,6

Indemnités aux victimes d'accidents de travail assurées par Développement social Canada

0,3

Traitements et dépenses connexes liés aux services juridiques fournis par Justice Canada

2,0

## Total

60,5

## Moins : Revenus non disponibles

104,6

## Coût net pour le Ministère en 2004 - 2005

1 620,9

Tableau 2 : Utilisation des ressources par secteur d'activités (en millions de dollars)

Secteur d'activités :		2004 - 2005			
Fonctionnement	Immobilisations	Subventions et contributions		Budgetaire	
		Dépenses budgétaires brutes	Dépenses budgétaires nettes	Plus : Non budgétaire	Total
		Total : Dépenses budgétaires	Moins : Revenus disponibles	Plus : Non budgétaire	Total
			Dépenses budgétaires nettes		
		Prêts, investissements et avances.			

## Sécurité et coopération internationales

Budget principal	244,6	17,4	462,7	0,0	724,7
Dépenses prévues	267,8	17,4	512,1	0,0	797,3
Total des autorisations	288,2	8,0	574,3	0,0	870,5
Dépenses réelles	270,7	7,5	442,1	0,0	720,3

## Aide aux Canadiens à l'étranger

Budget principal	64,8	1,4	0,1	2,6	63,7
Dépenses prévues	64,8	1,4	0,1	2,6	63,7
Total des autorisations	85,0	2,5	0,1	2,6	85,0
Dépenses réelles	78,3	2,4	0,1	2,1	78,7

## Diplomatie ouverte

Budget principal	83,5	1,1	29,4	2,3	111,7
Dépenses prévues	92,5	1,1	29,4	2,3	120,7
Total des autorisations	136,5	3,5	46,6	2,3	184,3
Dépenses réelles	120,1	3,4	44,7	1,8	166,4

## Services ministériels

Budget principal	205,4	88,4	0,3	16,4	277,7
Dépenses prévues	205,3	103,3	0,3	16,4	292,5
Total des autorisations	284,6	106,5	0,1	16,4	374,8
Dépenses réelles	284,9	105,5	0,1	13,1	377,4

## Services aux ministères partenaires

Budget principal	535,0	15,5	0,0	0,0	550,5
Dépenses prévues	535,0	15,5	0,0	0,0	550,5
Total des autorisations	347,6	11,2	0,0	0,0	358,8
Dépenses réelles	311,1	8,9	0,0	0,0	320,0

## Services de passeport

Budget principal	166,2	0,0	0,0	166,2	0,0
Dépenses prévues	173,7	0,0	0,0	173,7	0,0
Total des autorisations	180,1	0,0	0,0	180,1	0,0
Dépenses réelles	169,5	0,0	0,0	169,5	0,0

Tableau 1B : Comparaison des dépenses prévues aux dépenses réelles

2004 - 2005

Activités de programme

Secteur d'activités	Services communs et Services communs et infrastructure (Soutien de l'administration centrale)	Services communs et infrastructure (Missions à l'étranger)	Affaires consulaires	Services de passeport	Services ministériels et exécutifs
---------------------	---	--	----------------------	-----------------------	------------------------------------

Services aux ministères partenaires

Budget principal	0,0	0,0	0,0	0,0	0,0
Dépenses prévues	0,0	0,0	0,0	0,0	0,0
Total des autorisations	0,0	0,0	358,8	0,0	0,0
Dépenses réelles	0,0	0,0	320,0	0,0	0,0

Services de passeport

Budget principal	0,0	0,0	0,0	0,0	0,0
Dépenses prévues	0,0	0,0	0,0	7,5	0,0
Total des autorisations	0,0	0,0	0,0	13,9	0,0
Dépenses réelles	0,0	0,0	0,0	2,5	0,0

Remarque :

Méthodologie : Les totaux ci-dessus peuvent être rapprochés avec les totaux réels par secteur d'activités selon le budget des dépenses et les comptes publics. Les données des activités de programme (AP) affichent une variance de 320 millions de dollars qui est attribuable à des manques à gagner reportés dans les Services communs (Missions à l'étranger) et les Services ministériels, ainsi qu'à des affectations excédentaires dans Politique mondiale et sécurité, Relations bilatérales et Politique stratégique. Ceci s'explique du fait que ces dépenses proviennent des missions et devraient être attribuables à ces trois AP. Le modèle d'attribution des coûts aux missions permet l'affectation des Services communs (Missions à l'étranger) aux autres AP.

Le tableau ci-dessus a pour but de présenter une transition entre l'utilisation des secteurs d'activités (SA) et l'Architecture des activités de programme (AAP). Dans la mesure du possible, nous avons tenté d'indiquer où les budgets et les dépenses associées à un SA peuvent dorénavant se trouver à l'intérieur de l'AP pertinente. Malheureusement, encore une fois, il est impossible d'affecter exactement ces montants à l'AP appropriée, comme pour les SA, en raison de la façon dont nous avons calculé nos affectations par SA. Premièrement, le MAECI (Affaires étrangères) utilise un modèle de comptabilité par activités pour allouer les budgets et ventiler les dépenses selon les différents secteurs d'activités et suivant une affectation pré-établie des postes. Étant donné que nos systèmes ne sont pas configurés pour contrôler les budgets et les dépenses selon l'AAP, nous avons recouru à l'attribution de ces montants par division à l'AP qui a pu être identifiée. Il a été convenu que certains budgets et dépenses de direction devraient être attribués aux multiples AP, et des hypothèses à cet effet ont été formulées, le cas échéant. Par exemple, les Services ministériels peuvent être ventilés entre les Services ministériels et les AP des Services communs. Jusqu'à ce que notre modèle de comptabilité soit révisé pour permettre l'affectation appropriée de nos coûts par AP, nous devons nous limiter à l'affectation manuelle, comme nous l'avons indiqué ci-dessus.

Tableau 1B : Comparaison des dépenses prévues aux dépenses réelles

2004 - 2005

Activités de programme		Secteur d'activités			
Services communs et infrastructures	Services communs et infrastructures (Soutien de l'administration centrale)	Politique mondiale et sécurité	Relations bilatérales	Politique stratégique	Affaires consulaires de passport et services exécutifs

Sécurité et coopération internationales

Budget principal	655,2	68,7	0,0	0,0	0,0
Dépenses prévues	728,8	68,7	0,0	0,0	0,0
Total des autorisations	794,2	76,7	0,0	0,0	0,0
Dépenses réelles	656,9	63,4	0,0	0,0	0,0

Aide aux Canadiens à l'étranger (Services consulaires)

Budget principal	0,0	0,0	0,0	0,0	0,0
Dépenses prévues	0,0	0,0	0,0	0,0	0,0
Total des autorisations	0,0	0,0	0,0	0,0	0,0
Dépenses réelles	0,0	0,0	0,0	0,0	0,0

Diplomatie ouverte

Budget principal	0,0	50,6	61,5	0,0	0,0
Dépenses prévues	0,0	50,6	69,4	0,0	0,0
Total des autorisations	0,0	74,5	109,8	0,0	0,0
Dépenses réelles	0,0	66,5	99,8	0,0	0,0

Services ministériels

Budget principal	0,0	0,0	0,0	167,0	0,0
Dépenses prévues	0,0	0,0	0,0	182,1	0,0
Total des autorisations	0,0	0,0	0,0	256,7	0,0
Dépenses réelles	0,0	0,0	0,0	258,7	0,0

Suite à la page suivante

Tableau 1A : Comparaison des dépenses prévues aux dépenses réelles  
(y compris les équivalents temps plein) (en millions de dollars)

2004 - 2005	2002 - 2003		2003 - 2004	
	Dépenses réelles	Dépenses prévues	Dépenses réelles	Dépenses prévues
Total des dépenses	Budget principal	Dépenses prévues autorisations réelles	Dépenses réelles	Budget principal

## Secteur d'activités

Promotion du commerce international	256,4	0,0	0,0	0,0	0,0
Politique commerciale	193,5	0,0	0,0	0,0	0,0
Sécurité et coopération internationales	597	651,7	724,7	797,3	870,6
Aide aux Canadiens à l'étranger	58,9	59,1	63,6	63,7	85,0
Diplomatie ouverte	104,2	100,8	111,8	120,7	184,3
Services ministériels	300,1	318,8	277,6	292,5	375
Services aux ministères partenaires	246,6	454,0	550,5	550,5	358,8
Services de passeport	(3,3)	0,4	0,0	7,5	13,9
<b>Total</b>	<b>1,753,4</b>	<b>1,584,8</b>	<b>1,728,2</b>	<b>1,832,2</b>	<b>1,887,6</b>
<b>Total</b>	<b>1,753,4</b>	<b>1,584,8</b>	<b>1,728,2</b>	<b>1,832,2</b>	<b>1,665,0</b>

## Total

Moins : revenus non disponibles

Plus : coût des services reçus à titre gracieux\*

## Coût net pour le Ministère

## Équivalents temps plein

## Notes explicatives :

Les chiffres ayant été arrondis, il peut arriver que les totaux ne correspondent pas à la somme des parties.

\*Les services reçus sans frais incluent habituellement les locaux fournis par Travaux publics et Services gouvernementaux Canada (TPSGC), la partie de l'employeur des primes d'assurances des employés et les dépenses payées par TPSGC (excluant les fonds renouvelables), les indemnités aux victimes d'accidents de travail fournies par Développement social Canada, ainsi que les services reçus du ministère de la Justice (voir Tableau 4).

Environ 96 % du niveau de référence du Ministère exige l'approbation du Parlement chaque année, tandis que 4 % des dépenses sont autorisées par des lois existantes. La ventilation au pourcentage des crédits approuvés chaque année est la suivante : les autorisations totales pour les dépenses de fonctionnement (crédit 1) représentent environ 55,8 %; les autorisations pour les dépenses d'immobilisation (crédit 5) environ 55,8 %; les autorisations pour les subventions et contributions (crédit 10) environ 33 %. Les cotisations à verser aux organisations internationales comme l'ONU, l'OMS et l'OACI représentent quelque 73 % du crédit 10, soit celui des subventions et contributions. C'est l'ensemble du gouvernement du Canada qui bénéficie de ces dépenses, et non le seul Ministère. Passeport Canada est un organisme de service spécial qui gère et offre les services de passeport aux Canadiens au moyen du Fonds renouvelable du Bureau des passeports. Aux termes de cette politique, Passeport Canada n'est pas financé selon le processus habituel du Conseil du Trésor. Il finance plutôt ses activités au moyen du revenu de la vente de ses produits, conformément aux lignes directrices du Conseil du Trésor.

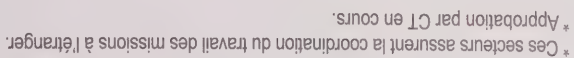
3.2 Renseignements financiers

Le total des dépenses autorisées du Ministère s'élève à 1,8876 milliard de dollars (1,7283 milliard de dollars dans le Budget principal des dépenses, 183,6 millions de dollars dans le Budget supplémentaire voté par le Parlement, moins des rajustements et transferts de 38,9 millions de dollars (voir les Comptes publics). Le Ministère a en fait dépensé 1,665 milliard de dollars (88 % des dépenses autorisées) au cours de l'exercice. L'écart est attribuable à des besoins moindres au titre des contributions que le Canada doit verser comme membre d'organisations internationales (133,9 millions de dollars) ainsi qu'à la péremption de dépenses minuscules de fonctionnement (72,2 millions de dollars) et d'immobilisation (4,1 millions de dollars).

Le Ministère a trois crédits votés et huit autorisations législatives. Les premiers doivent être approuvés chaque année par le Parlement dans le Budget principal des dépenses. Quant aux secondes, elles figurent dans le Budget principal des dépenses pour information seulement, car les dépenses sont autorisées par des lois existantes.

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soumet un rapport sur ses activités au ministre des Affaires étrangères, qui le présente au Parlement.

La Commission mixte internationale est une organisation binationale (Canada et États-Unis) indépendante établie par le Traité des eaux limitrophes de 1909. Elle a pour objet d'aider à prévenir et à résoudre les différends sur l'utilisation et la qualité des eaux limitrophes et de formuler des conseils sur des questions connexes. Bien que la Commission communique périodiquement avec le Ministère, elle ne relève pas officiellement d'elle.

Le Ministère rend compte au Parlement relativement au rendement des fondations<sup>16</sup> auxquelles il verse des fonds (p. ex. l'Association de la communauté du service extérieur), conformément au plan budgétaire fédéral de 2003, qui a apporté des modifications visant à améliorer la reddition de comptes publique. Cette reddition de comptes s'effectue en incluant des renseignements sur les plans et les résultats de ces fondations aux rapports de planification et de rendement du Ministère.

La Commission du parc international Roosevelt de Campobello est responsable d'administrer, en mémoire du président Franklin D. Roosevelt, le Parc international Roosevelt de Campobello. Cette Commission a été créée par un traité international signé par le premier ministre Lester B. Pearson et le président Lyndon B. Johnson le 22 janvier 1964. Sur recommandation du ministre des Affaires étrangères, le Canada nomme les trois membres américains de la Commission. Les membres américains de la Commission sont nommés par le président des États-Unis. Le Traité précise que les deux pays partagent à égalité les frais d'aménagement, de fonctionnement et d'entretien du Parc. L'approbation du budget canadien incombe au Ministère. La responsabilité de la gestion quotidienne du Parc est confiée à un surintendant nommé par la Commission du Parc.

appuyer le service extérieur dans l'exécution de ses programmes à l'étranger.

### 3.1.9 Gestion du portefeuille du Ministère

Un certain nombre d'organisations ne relevant pas de la structure de gouvernance directe du Ministère rendent également compte au Ministère. Ces organisations consistent en ce que l'on appelle le portefeuille du Ministère. Ce lien hiérarchique permet au Ministère de comprendre de quelle manière l'organisation en question contribue aux priorités établies à l'échelle gouvernementale.

L'Agence canadienne de développement international (ACDI) appuie le développement durable dans les pays en développement afin de réduire la pauvreté et contribuer à rendre le monde plus sûr, plus équitable et plus prospère. L'Agence rend compte au Parlement par l'entremise du ministre de la Coopération internationale. Les pouvoirs de l'ACDI sont énoncés dans la *Loi sur le ministère des Affaires étrangères et du Commerce international*, les lois annuelles de crédits ainsi que la *Loi d'aide au développement international* (institutions financières). L'ACDI figure actuellement dans l'annexe 1.1 de la *Loi sur la gestion des finances publiques*.

### 3.1.10 Gestion hors le portefeuille du Ministère

Le Centre de recherches pour le développement international, qui rend compte au ministre des Affaires étrangères, est une société d'État. Il entreprend, encourage, appuie et réalise des recherches sur les problèmes qui surviennent dans les pays en développement et étudie d'éventuels moyens d'appliquer et d'adapter des connaissances scientifiques, techniques et autres pour résoudre ces problèmes.

Droits et Démocratie (le Centre international des droits de la personne et du développement démocratique) est une organisation non partisane créée par le Parlement en 1988 pour encourager et appuyer les valeurs universelles des droits de la personne et promouvoir les institutions et les pratiques démocratiques partout dans le monde. Cette organisation reçoit la majeure partie de son financement du budget d'aide publique au développement du Canada par l'entremise du Ministère. Chaque année, Droits et Démocratie

Le chef de mission (CDM) agit également à titre de représentant officiel du Canada auprès de son pays, région ou organisation d'accueil. Le CDM agit au nom du gouvernement du Canada dans son ensemble, et pas uniquement de ce Ministère. À ce titre, il veille à ce que tous les programmes du gouvernement fédéral dans sa zone d'accréditation se complètent dans toute la mesure du possible.

Les gestionnaires de programmes dans les missions rendent compte au CDM ainsi qu'aux autorités de programme concernées dans leurs ministères ou organismes d'attaché. Ces gestionnaires reçoivent des orientations des secteurs géographiques ou fonctionnels pertinents à l'administration centrale du Ministère ou dans leur ministère d'attaché.

Chaque mission possède un Comité de gestion de la mission, qui est généralement présidé par le CDM. Ses membres sont constitués des gestionnaires de programme de la mission. Le comité se réunit toutes les semaines, coordonne les politiques et les programmes de la mission, et supervise sa gestion. Bien que les décisions soient habituellement atteintes par consensus, le CDM possède le pouvoir final de décision.

Tous les employés fédéraux dans les missions à l'étranger, indépendamment de leur ministère ou organisme d'attaché, agissent en tant que membres d'une équipe gouvernementale unie. Ils coordonnent leurs actions, prennent avis les uns auprès des autres et échangent des renseignements. Ils collaborent également dans le cadre des activités quotidiennes de la mission et d'initiatives fédérales spéciales, telles que les visites à l'étranger du gouverneur général et du premier ministre.

En 2004-2005, pour la première fois en huit ans, le Ministère a commencé à intégrer des plans d'activités préparés par les missions à son cycle de planification. Chaque mission doit préparer un plan annuel décrivant ses activités, les résultats escomptés et les répercussions correspondantes sur les ressources, et expliquer de quelle manière ils correspondent aux priorités ministérielles.

Le Ministère fournit des biens, des services et de l'immobilier à d'autres ministères et organismes du gouvernement fédéral partageant les bureaux des missions à l'étranger, dans le but suivant :

### 3.1.7 Bureau de l'inspecteur général

- assurer une approche fédérale cohérente de la représentation du Canada à l'étranger;
- permettre à tous les partenaires du gouvernement fédéral à l'échelle internationale d'exécuter leurs programmes et de fournir leurs services de manière efficace à l'étranger;
- réaliser des économies d'échelle.

Le Bureau de l'inspecteur général fournit des vérifications, évaluations, enquêtes spéciales et missions d'inspection pour le Ministère afin de fournir des renseignements objectifs qui permettent d'évaluer la solidité du cadre de gestion et de contrôle. La Direction de la vérification aide les gestionnaires à élaborer des cadres de vérification axés sur les risques (CVAR) pour les programmes de subventions et de contributions du Ministère. Des audits de ces programmes ainsi que ceux d'autres unités à l'administration centrale et dans les missions sont également réalisés en utilisant les méthodes axées sur l'évaluation des risques.

La Direction de l'évaluation du fournit des renseignements factuels sur le rendement des programmes ministériels s'ils répondent aux objectifs établis et produisent les résultats escomptés. Elle aide également les gestionnaires ministériels à élaborer des cadres de gestion et de responsabilisation axés sur les résultats (CGRAR) pour un certain nombre de domaines de programme. Les CGRAR sont utilisés pour mesurer le rendement au cours du cycle de vie des programmes.

### 3.1.8 Organismes de services spéciaux du Ministère

Il existe deux organismes de services spéciaux au sein du Ministère : Passeport Canada et la Direction générale des biens. Passeport Canada fonctionne en grande partie comme une entreprise du secteur privé. Il finance entièrement ses opérations à partir des frais prélevés pour la délivrance de passeports et autres documents de voyage. Il fonctionne également en vertu d'un fonds renouvelable qui lui permet de reporter les excédents et les déficits. La Direction générale des biens est responsable de l'achat, de la gestion, de l'aménagement et de l'élimination rentables des biens immobiliers et du matériel requis pour

problèmes à l'étranger : incarcération, décès, enlèvement d'enfants, évacuation dans les situations politiques dangereuses ou de catastrophes naturelles. De plus, ces agents contribuent au résultat Servir le gouvernement du Canada opérant à l'étranger, notamment en ce qui concerne la passation de marchés, l'approvisionnement et la gestion des ressources humaines. À l'administration centrale, les agents de la gestion et des affaires consulaires participent aux décisions en matière de budget et de ressources humaines.

### 3.1.5 Structures officielles de prise de décision au sein du Ministère

Un certain nombre de comités et de groupes orientent la prise de décision au sein du Ministère. Nous vous présentons ci-dessous ceux qui revêtent une importance particulière sur le plan de la gouvernance générale du Ministère :

- L'organe directeur, présidé par le sous-ministre, est constitué de la sous-ministre déléguée, des sept SMA du conseiller juridique, du directeur général des Communications, du directeur général des Services exécutifs, de l'adjoint exécutif du sous-ministre et d'un nombre égal de chefs de mission sélectionnés pour une durée de deux ans. Ce groupe consultatif se réunit trois ou quatre fois par an.
- Des réunions hebdomadaires du comité exécutif, présidé par le sous-ministre, fournissent un forum pour la prise de décision et l'établissement de priorités au sein du Ministère. La composition de ce comité est identique à celle l'organe directeur, à l'exception des chefs de mission. Le mandat de ce groupe englobe toutes les grandes questions en matière de politique, de programme et de gestion devant être résolues par le Ministère.
- Le comité de gestion, présidé par la sous-ministre déléguée, se réunit en général toutes les semaines. Ce comité fait fonction d'instance supérieure pour la prise de décision touchant pratiquement toutes les questions ministérielles de gestion financière et des programmes. Ses décisions sont renvoyées devant le comité exécutif pour approbation finale.

- La réunion de planification à long terme est un forum hebdomadaire visant à favoriser le partage d'information sur les enjeux émergents reliés au mandat et aux activités du Ministère. Cette dernière est présidée par le sous-ministre. Sa composition est la même que celle du comité exécutif mais inclut en plus tous les directeurs généraux du Ministère.
- Le comité chargé des politiques est responsable d'examiner toutes les initiatives à moyen et à long terme avant leur étude finale par le Comité exécutif. Ce comité, qui est présidé par le SMA, Politique stratégique et diplomatique ouverte, aide à orienter les stratégies sur les relations du Canada avec certains pays, ainsi que sa participation à des organisations multilatérales. Ce groupe s'occupe également des questions stratégiques à plus long terme qui lui sont renvoyées par le comité exécutif.
- Le comité chargé de la vérification et de l'évaluation, qui se réunit tous les quatre mois, examine le plan annuel de vérification et d'évaluation de l'inspecteur général du Ministère. Il étudie également toutes les vérifications et toutes les évaluations entreprises par l'inspecteur général, tout en fournissant une orientation générale. La sous-ministre déléguée préside ce groupe.

### 3.1.6 Gouvernance des missions du Canada à l'étranger

Le Ministère administre les missions à l'étranger et veille à ce que leurs activités soient alignées sur les priorités établies à l'échelle gouvernementale. Le rôle des missions consiste à représenter le gouvernement du Canada et à promouvoir les intérêts canadiens dans des pays, des régions et des organisations multilatérales désignées. Les missions jouent un rôle central pour atteindre les objectifs clés du Ministère à l'échelle internationale, notamment dans les domaines des politiques commerciales et étrangères, de la défense, de l'immigration et de l'aide au développement. Elles jouent également un rôle de plus en plus important à l'appui des programmes et des activités du Canada à l'échelle nationale. Pour accomplir ces fonctions, les missions veillent à l'intégration et à la coordination de tous les programmes et activités du gouvernement fédéral à l'étranger.

Conseil du Trésor sur les réaffectations de fonds et les décisions en matière de financement.

### 3.1.2 Un nouvel organisme ministériel

Comme on l'a mentionné ci-dessus, le Ministère fait actuellement l'objet d'une restructuration à tous les niveaux hiérarchiques (voir le nouvel organisme, page 95). Un des principaux changements réside en la réorganisation des secteurs géographiques. Auparavant, il en existait quatre : l'Afrique et le Moyen-Orient, les Amériques, l'Asie-Pacifique et l'Europe. On n'en compte désormais que deux : le Secteur de l'Amérique du Nord, qui concentrera ses activités sur les États-Unis et le Mexique; et le Secteur des relations bilatérales, qui couvrira le reste du monde. Les secteurs géographiques gèrent et coordonnent les relations du Canada avec les parties du monde qui leur sont attribuées, fournissant des ressources et des orientations aux missions du Canada sur tous les aspects afférents à la politique étrangère et aux services consulaires. Ils fournissent également des conseils stratégiques au ministre et, dans les missions à l'étranger, gèrent certains programmes de base ainsi que tous les services des secteurs d'activités du Ministère, en plus des initiatives d'autres ministères et organismes du gouvernement fédéral situés au même endroit.

Tous les secteurs du Ministère contribuent à l'atteinte des résultats stratégiques déterminés dans l'AAP. Les secteurs géographiques ainsi que quatre secteurs fonctionnels (Politique stratégique et diplomatie ouverte, Sécurité internationale, Enjeux mondiaux ainsi que le Bureau du conseiller juridique) appuient le résultat stratégique Faire progresser les intérêts du Canada sur la scène internationale. Les secteurs géographiques Services ministériels et Ressources humaines appuient le résultat stratégique Servir le gouvernement à l'étranger, alors que la Direction générale des affaires consulaires, les secteurs géographiques et Passeport Canada appuient le résultat stratégique Servir les Canadiens à l'étranger.

### 3.1.3 Équipe de la haute direction du Ministère

Le sous-ministre Peter Harder seconde le ministre Pettigrew dans l'orientation générale du Ministère. Deux

### 3.1.4 Agents du service extérieur

En dessous du sous-ministre et de la sous-ministre déléguée, le Ministère compte un conseiller juridique et sept sous-ministres adjoints (SMA). Ces SMA élaborent des politiques et des initiatives pour atteindre les objectifs mondiaux des résultats stratégiques du Ministère. À ce titre, ils sont responsables des principaux programmes du Ministère ainsi que du rendement de leurs secteurs respectifs.

La reddition de comptes sous le niveau des SMA est régie par l'Architecture d'activités de programme du Ministère.

Le Ministère emploie des membres de deux filières du service extérieur : les agents politiques et économiques et les agents de la gestion et des affaires consulaires. Il s'agit d'employés permanents qui alternent fréquemment entre l'administration centrale et les missions à l'étranger. Les agents de la filière politique et économique sont des acteurs clés en ce qui concerne la formulation des politiques du Canada sur des questions très variées, par exemple, les droits de la personne à l'échelle internationale, l'environnement, le désarmement et le processus de paix au Moyen-Orient. Ces agents appuient les travaux relatifs au résultat stratégique Servir le gouvernement à l'étranger. En général, ces agents consacrent un temps considérable à travailler avec leurs homologues internationaux.

Les agents de la gestion et des affaires consulaires appuient les travaux relatifs à deux résultats stratégiques dans les missions à l'étranger. D'abord, en fournissant des services consulaires et de passeport, ils appuient le résultat stratégique Servir les Canadiens à l'étranger. Les agents des affaires consulaires aident et conseillent les Canadiens qui sont confrontés à des

# Renseignements supplémentaires

## Section 3



Ambassade du Canada, Londres

Le ministre des Affaires étrangères préside le comité

du Cabinet chargé des affaires internationales, qui assure la mise en œuvre d'une approche intégrée à l'égard des affaires étrangères, de la défense, du développement, du commerce et d'autres questions connexes. Il est l'un des vice-présidents du comité du Cabinet chargé des relations canado-américaines, qui veille à ce qu'une approche intégrée soit adoptée à l'échelle gouvernementale au chapitre des relations canado-américaines. Ce comité est appuyé par le secrétariat du Bureau du Conseil privé chargé des relations canado-américaines.

M. Pettigrew est également membre des comités suivants :

- Le comité du Cabinet chargé de la sécurité, de la santé publique et de la protection civile, qui gère des questions et des activités reliées à la sécurité nationale et aux renseignements, tout en assurant la coordination des interventions du gouvernement fédéral en cas de situation d'urgence, y compris les catastrophes naturelles;
- Le sous-comité du Conseil du Trésor chargé de l'examen des dépenses, qui examine tous les programmes et les domaines d'intérêt commun et formule des recommandations à l'intention du

### 3.1 Données sur l'organisation

En juin 2004, le Ministère a mis sur pied son Architecture d'activités de programme (AAP). En janvier 2005, le Ministère a entamé la mise en œuvre d'une réorganisation à grande échelle visant à moderniser et à rationaliser ses activités. Ce processus nécessitera une mise à jour de l'AAP dans l'année à venir.

#### 3.1.1 Gouvernance et responsabilisation

En sa qualité de ministre des Affaires étrangères, Pierre Pettigrew est responsable devant le Parlement de la gestion et de la supervision du ministère. Il est secondé par Aileen Carroll, ministre de la Coopération internationale, responsable de l'Agence canadienne de développement international (ACDI), ainsi que par Jacques Saada, ministre responsable de la Francophonie.

M. Pettigrew a pour secrétaire parlementaire Dan McTeague. En outre, le ministre des Affaires étrangères collabore étroitement avec Marlene Jennings, la secrétaire parlementaire du premier ministre (Canada—États-Unis).

avoir observé les délais accordés par les dispositions législatives pour répondre aux demandes d'accès à l'information. Le Ministère a pris un certain nombre de mesures pour combler cette lacune et a notamment acquis un matériel, ATIPImage, qui permettra de traiter les documents électroniquement. En outre, un examen de la fonction AIPRP a été effectué il y a peu de temps, dont les résultats seront déterminants dans les efforts de renforcement des capacités et de l'efficacité de cette fonction au Ministère. Par ailleurs, un plan d'activités a récemment été élaboré pour le bureau de l'AIPRP. Ce plan énonce des engagements, définit des ressources et expose les changements de procédures qu'il convient d'apporter en réponse aux conclusions et aux recommandations formulées à l'issue de l'examen de la fonction AIPRP.

L'efficacité des communications garantit la qualité des interactions avec les autres ministères fédéraux, les ONG et le grand public. Le rôle joué par la Direction générale des communications au moment des interventions du gouvernement lors du tsunami de décembre 2004 en est un bon exemple; c'est en effet le Ministère qui les a coordonnées. Il diffusait les mises à jour des fils de presse et transmettait les informations techniques aux médias, regroupait les messages que souhaitait véhiculer le gouvernement et a assuré une diffusion Web sans précédent des événements et de leurs répercussions. Il a également joué un rôle prépondérant dans la présentation et la diffusion au public de l'*Énoncé de politique internationale du Canada*.

Pour des raisons de transparence et de responsabilisation accrues, le Ministère a divulgué tous les marchés de plus de 10 000 \$ sur son site Web et publié les frais de voyage et d'accueil du ministre, de son secrétaire parlementaire, du personnel exonéré et des cadres supérieurs. Enfin, le Bureau du protocole du Ministère a étendu ses activités de collaboration avec le Québec dans l'optique d'échanger de l'information essentielle sur les représentants des gouvernements étrangers au Canada. Le Québec accueille en effet le deuxième groupe de représentants étrangers en importance après la région de la capitale nationale. Le Bureau du protocole a également adopté divers moyens propres à la fonction de contrôleur moderne, dont un nouveau registre diplomatique. Les travaux du Bureau demeurent bien accueillis, étant donné le volume de sa clientèle, qui compte quelque 8 000 membres de la communauté diplomatique étrangère : environ une plainte a été reçue par mois. De plus, les clients du gouvernement du Canada expriment leur satisfaction continue à l'égard des services de voyage et d'accueil fournis par le Bureau.

En qualité d'acteur international, le Ministère se doit de posséder une infrastructure de technologie de l'information très fiable et les services de soutien qui conviennent pour pouvoir fournir les services et atteindre les résultats attendus par les Canadiens. Le Ministère a mené à bien un projet de deux ans légèrement inférieur aux prévisions budgétaires visant à remettre à niveau l'infrastructure des services communs tant à l'Administration centrale que dans les missions à l'étranger. En plus d'avoir renforcé sa présence déjà bien affirmée sur la scène mondiale, le Ministère a poursuivi ses activités clés d'amélioration de l'accès au portail international du principal site Web du gouvernement du Canada, et a ainsi considérablement contribué à classer le Canada au premier rang mondial des cybergouvernements pour la cinquième année consécutive (étude Accenture à consulter à l'adresse : <http://www.accenture.com/x/dxd.asp?it=caweb&xd=locations%5Ccanada%5Cinsights%5Cstudies%5Cleadership-cust.xml>).

Le Ministère a continué à renforcer la gestion de son réseau de biens immobiliers dans le monde. Cette année est la première année entière qui s'est écoulée depuis la certification ISO 9001-2000 du processus de réalisation de projets d'envergure du programme immobilier. Des projets d'envergure ont été menés à bien dans les chancelleries de Berlin (101,2 millions de dollars), d'Ankara et au consulat général de Chandigarh, loué depuis peu.

La réalisation de vérifications et d'évaluations ciblées est l'un des paramètres essentiels d'une administration efficace, de même que la mise en œuvre des recommandations formulées en conséquence. En 2004-2005, le Bureau de l'inspecteur général du Ministère a effectué 137 vérifications et évaluations. Il a également assuré le suivi de 17 programmes préalablement vérifiés pour constater la qualité des mesures prises par les gestionnaires en réponse aux recommandations formulées. Les résultats se sont révélés impressionnants : les gestionnaires avaient mis en œuvre environ 80 % des recommandations, et l'on a pu déterminer que les 20 % restants étaient loin d'être de leur ressort.

Au cours de l'année, la direction a attaché une attention particulière à la fonction Accès à l'information et protection des renseignements personnels (AIPRP). Le Ministère a de nouveau été cité dans le rapport annuel du Commissaire à l'information pour ne pas

Pour instaurer des conditions de travail constructives, le Ministère a créé une unité Valeurs et éthique, mis en œuvre un programme de formation sur le recrutement impartial et la diversité et mis en vigueur une stratégie de formation aux langues officielles en vertu de laquelle un agent est chargé des langues officielles dans chaque mission. La nouvelle stratégie de recrutement du Ministère porte sur l'équité en matière d'emploi pour les groupes désignés au moyen de procédures d'avancement accélérées; de même, la campagne de recrutement de 2005 vise à accroître la représentation des groupes désignés dans certaines catégories d'emploi, notamment le groupe des cadres.

Conformément à la *Loi sur la modernisation de la fonction publique*, le Ministère a mis sur pied un nouveau comité patronal-syndical et un mécanisme de règlement des conflits. Il est important, pour que le Ministère parvienne à atteindre les résultats souhaités par les Canadiens, que son administration et son infrastructure fonctionnent convenablement. Les points saillants des réalisations de l'an passé sont exposés ci-dessous.

#### Services ministériels

Premièrement, l'amélioration des modèles d'établissement des coûts fondés sur les activités a été appliquée à la planification des ressources afin de mieux déterminer les ressources désormais affectées aux deux fonctions distinctes du Ministère. Outre l'élaboration d'un nouveau cadre pour la Structure de la gestion des ressources et des résultats - Architecture des activités de programme (SRRG-AAP) et pour la planification stratégique, le Ministère a également apporté des améliorations considérables à la planification des activités, y compris l'intégration de plans propres à chaque mission en plus des plans généraux du Ministère.

Le Ministère a mis sur pied un groupe de travail ministériel pour réaligner ses budgets en adéquation avec sa nouvelle structure organisationnelle, revoir les affectations des ressources et élaborer un modèle de moyens différents destinés à fournir les services communs dans les missions à l'étranger. Ce groupe de travail a recensé les activités qui pourraient être réduites ou supprimées, ce qui permettrait au Ministère d'atteindre les objectifs établis par le Conseil du Trésor concernant l'examen des dépenses.

sions supplémentaires de bénéficier du talent et des compétences de davantage de candidats, y compris parmi les employés non permanents et les candidats d'autres ministères. Il a également entamé des démarches suivantes pour accroître la transparence et la vitesse des processus d'embauche, d'affectation et de recrutement :

- élaboration d'outils d'évaluation et de descriptions de poste génériques, et établissement de profils de compétences adaptés aux groupes professionnels clés;
- préparation d'un guide de l'entrevue axé sur les compétences pour aider les gestionnaires dans la dotation;
- travail permanent visant à constituer des bassins de candidats présélectionnés dans les groupes professionnels Commerce (CO) et Économie, sociologie et statistique (ES), et élaboration de procédures visant à simplifier les mouvements latéraux entre ces bassins;
- élargissement du processus de sélection des chefs de mission afin d'inclure les candidats désignés d'autres ministères;
- création de conseils ministériels assurant une surveillance interne de la qualité et veillant à ce que les candidats reçoivent une rétroaction sur leur candidature pour des affectations précises.

Le Ministère a poursuivi l'amélioration des conditions de travail et de vie de ses employés affectés à l'étranger dans les pays où l'infrastructure ne correspond pas aux normes canadiennes. En tenant compte de l'expérience récente de plusieurs employés en poste dans des missions, une stratégie a été mise sur pied pour gérer les questions financières, le logement, l'éducation, l'aide aux conjoints et la garde d'enfants, de même que pour accorder un soutien supplémentaire aux missions aux prises avec des situations difficiles telles que l'évacuation d'urgence. Des travaux sont en cours, de concert avec le Conseil du Trésor et des agents de négociation, pour s'attaquer à nombre de ces problèmes. Après avoir passé en revue les mesures du coût de la vie, le Ministère a diminué les frais de logement de plus de 95 % des employés canadiens dans des missions à l'étranger. Enfin, des mesures spéciales sont prises pour régler la question du grand nombre de postes vacants dans les nouvelles missions des États-Unis, afin que les avantages consentis reflètent bien le coût de la vie réel dans ce pays.

compétences et des résultats de chacun. Dès les deux premiers mois de son existence, plus de 3 500 employés et gestionnaires ont suivi le programme. De plus, huit autres ministères ont manifesté leur intérêt à l'égard de ce programme.

Pour améliorer la planification générale, le Ministère a continué à aligner la planification des ressources humaines avec la planification des activités, conformément à la *Loi sur la modernisation de la fonction publique*.

Dans le cadre de la modernisation du service extérieur (SE), le Ministère a entamé une conversion vers une structure de classification et de paye à quatre niveaux pour les employés du SE. Cette nouvelle structure, en vigueur depuis juillet 2005, reflète mieux les niveaux de responsabilités, de compétences et de rendement. Ses caractéristiques et son incidence sur les employés concernés ont été largement exposées au cours de quelques séances d'information en petits groupes et diffusées sur l'intranet du Ministère. Le président de l'Association professionnelle des agents du service extérieur a qualifié cette nouvelle convention collective de « grand pas en avant pour l'ensemble du service extérieur. »

Conformément à la *Loi sur la modernisation de la fonction publique*, le Ministère a réalisé une série de consultations et de sondages auprès des employés, et travaillé à l'élaboration d'une nouvelle série de directives régissant l'embauche, dans les missions, des employés recrutés sur place; il met également au point un programme de formation connexe destiné aux gestionnaires à l'étranger. L'apprentissage des langues est fondamental dans un ministère des affaires étrangères. Le Ministère a donc mis l'accent sur la formation linguistique et atteint de bons résultats à cet égard. Le personnel a continué de suivre avec succès des formations en langues officielles et a atteint les niveaux fixés en moins de temps que prévu; le nombre d'employés atteignant un niveau de compétence cible dans une formation en langue étrangère a doublé, ce qui augmente d'autant leur efficacité dans les missions à l'étranger. D'autres occasions d'apprentissage ont également été mises sur pied, avec la possibilité de suivre un cours en ligne sur la gestion de base en matière de ressources humaines et financières.

Le Ministère a amélioré ses processus d'affectation afin de mieux planifier la relève et de profiter d'occa-



Ambassade du Canada, Nairobi

## 2.4 Services ministériels et Ressources humaines

### 2.4.1 Renforcer l'autonomie du Ministère dans l'exercice de ses activités

Les Services ministériels et les Ressources humaines fournissent une infrastructure essentielle au Ministère. Les fonctions fondamentales de ces deux secteurs, qui englobent la gestion et l'administration des finances, de la technologie de l'information, des biens et du personnel, soutiennent les trois objectifs stratégiques du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*).

Le rôle principal des Services ministériels et des Ressources humaines consiste à appuyer le Ministère dans ses fonctions de base. C'est la raison pour laquelle nombre des réalisations de ces deux secteurs ont déjà été exposées à la section 2 du présent rapport, consacrée aux objectifs stratégiques du Ministère. Dans la présente section figure un résumé des résultats liés plus particulièrement aux priorités des deux secteurs eux-mêmes. Dans le Rapport sur le rendement de 2005-2006, le Ministère commencera à présenter le Bureau du protocole comme une activité de programme distincte à laquelle on consacrerait une section à part entière.

Comme mentionné à la section 1, les Services ministériels et les Ressources humaines sont au cœur du programme de transformation du Ministère. De par leur nature, ces deux secteurs s'assurent, d'abord, que chacun occupe bien la place qui lui convient au Ministère, puis que chacun est vraiment soutenu dans ses activités en bénéficiant de la formation, en utilisant l'équipement, les installations, les systèmes et les modes d'administration qui lui conviennent. Le Ministère demeure résolu à ce que ses employés soient bilingues, innovateurs et issus de cultures reflétant davantage la diversité de la société canadienne. Le Ministère s'efforce également d'établir des relations plus productives et

plus innovatrices avec les syndicats et les associations d'employés.

Trois facteurs entrent en jeu dans son travail. En premier lieu, les diverses composantes du Ministère se partagent les Services ministériels et les Ressources humaines. Deuxièmement, les conditions sociales ambiantes, telles que le vieillissement de l'effectif et l'attention accrue accordée à l'équilibre vie professionnelle et vie personnelle, obligent à renouveler les paramètres de recrutement et à améliorer les conditions de travail. Troisièmement, la mise en application de la Loi sur la modernisation de la fonction publique permet de gérer les ressources humaines avec davantage de souplesse et favorise une meilleure relation de collaboration entre employés et employeur.

### 2.4.2 Réalisations en fonction des priorités

Les grandes priorités établies pour les Services ministériels et les Ressources humaines étaient les suivantes :

- moderniser le service extérieur et la gestion des ressources humaines;
- assurer une fondation financière stable aux deux fonctions du Ministère;
- continuer à mettre en œuvre le plan d'action pour une gestion moderne;
- renforcer la collaboration avec les partenaires clés en ce qui a trait à la gestion de l'actif du gouvernement fédéral à l'étranger.

### Gestion des ressources humaines

La réussite d'une organisation repose entièrement sur ses employés. Il s'agit là d'un constat particulièrement vrai pour ce ministère, qui a besoin d'un mélange exclusif d'employés hautement compétents. Les efforts entrepris pour moderniser les Ressources humaines, premier secteur à mettre ses activités à niveau, ont engendré les résultats clés suivants en 2004-2005.

Résolu à renforcer la gestion axée sur les résultats en matière de ressources humaines, le Ministère a élaboré et mis en œuvre un nouveau programme de gestion du rendement pour les employés aux échelons inférieurs au niveau cadre; ce programme tient compte des

de 47 % a permis une amélioration de 3 % dans les délais par rapport à l'an dernier.

(Nota : Les pourcentages de respect des délais déclarés en 2003-2004 étaient inexacts. Une analyse de suivi a révélé que les résultats étaient cette année-là de 91,6 %).

Les agents réceptionnaires de la SCP ont respecté les délais pour 77 % des demandes. Les résultats ont souffert en raison d'une forte augmentation du volume au quatrième trimestre de 2004-2005.

Voici d'autres résultats pour ce qui est du respect des délais :

- 85,5 % pour les agents réceptionnaires de RHDC;
- 99,9 % pour les renouvellements;
- 98,5 % pour Passeport en ligne.

Au cours de 2004-2005, il y a eu une nette amélioration des délais d'attente. Un total de 75 % des clients ont attendu moins de 45 minutes, ce qui représente une amélioration de 15 points par rapport à l'an dernier. L'attente moyenne a diminué de 34 % par rapport à l'an dernier, mais le pourcentage visé en 2004-2005, 95 %, n'a pas été atteint. Les améliorations qu'on prévoit apporter au processus dans les années à venir doivent accélérer le traitement des demandes, ce qui réduira le temps d'attente.

% des clients qui attendent moins de 45 minutes



Raisons expliquant la diminution de l'attente

- Les ETP opérationnels ont augmenté de 13,5 % par rapport à 2003-2004, et il y a eu ensuite une augmentation des demandes au comptoir de 1,5 point de pourcentage par rapport à l'année dernière.

- De nouvelles initiatives ont été prises pour faire en sorte que les clients au comptoir soient moins nombreux :
- o Un recours accru aux points de service des agents réceptionnaires a réduit le nombre de demandes au comptoir, puisque 57 000 clients ont opté pour cette formule.
- o Les renouvellements, qui ont représenté 0,6 % du volume annuel, ont également fait diminuer le nombre de clients au comptoir.
- o Les examens de Passeport en ligne ont été en moyenne de deux minutes plus rapides que ceux des demandes ordinaires.
- o Les bureaux qui ont ouvert leurs portes le samedi ont vu diminuer le nombre de clients en semaine, ce qui a réduit le nombre de jours de point.
- o De nouvelles mesures ont été prises qui ont permis au public de vérifier en ligne les délais d'attente à Calgary et à Calgary-Sud.

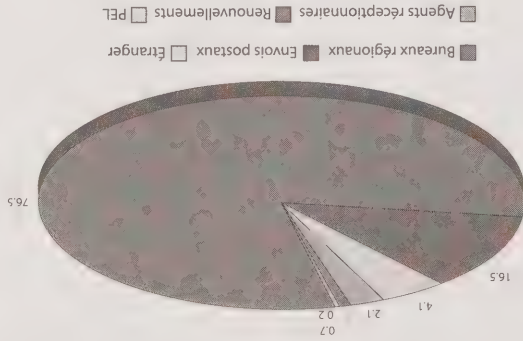
### 2.3.2.6 Analyse des réalisations et leçons apprises

Passeport Canada a réussi à atténuer les pressions qui s'exerçaient sur les services ces dernières années en élargissant l'accès à ces services. Il en est résulté un meilleur rendement sur le plan des délais de traitement et d'attente par rapport aux années antérieures. Néanmoins l'accent qui a ainsi été placé sur le service a eu des répercussions sur les initiatives en matière de sécurité. En raison des priorités de service, certaines initiatives visant à préserver l'acceptation du passeport canadien au niveau international n'ont pas progressé autant qu'on l'aurait souhaité. Il a également été difficile d'obtenir pour les initiatives portant sur le renforcement du leadership, de la planification, des communications et de la responsabilisation des ressources qui se faisaient rares. Passeport Canada a appris qu'il fallait ménager un meilleur équilibre entre les diverses priorités, car toutes ces priorités sont essentielles s'il veut apporter des améliorations constantes et s'acquitter correctement de son mandat. Par conséquent, étant donné qu'il a réussi à améliorer le service et que les initiatives en cours ne feront que renforcer cette position, Passeport Canada peut maintenant faire porter ses efforts sur la sécurité comme priorité première sans cesser de chercher les moyens d'améliorer l'organisation.

2.3.2.5 Surveillance du rendement

Au cours de 2004-2005, le pourcentage des passeports délivrés selon les divers procédés de Passeport Canada a été le suivant : 76,5 % par les bureaux régionaux, 16,5 % par la poste, 4,1 % par les missions à l'étranger, 2,1 % par les agents réceptionnaires, 0,7 % comme renouvellements et 0,2 % par Passeport en ligne.

Pourcentage de demandes par canal de prestation



Les bureaux régionaux ont délivré 77 % de toutes les demandes reçues au comptoir, soit 3 % de moins que l'an dernier. Le nombre de demandes reçues par la poste a augmenté de 0,7 % par rapport à l'an dernier. Les agents réceptionnaires ont reçu plus de 57 000 demandes, c'est-à-dire 2 % de plus que l'an dernier. Le nombre de demandes traitées à l'étranger a légèrement progressé, soit de 0,26 % par rapport à l'an dernier. Depuis qu'il existe des agents réceptionnaires et qu'on peut faire renouveler les passeports, les volumes observés pour les divers procédés ont légèrement varié. Le dernier trimestre a représenté à lui seul 45 % de la demande de toute l'année.

Les objectifs de délai des bureaux régionaux ont été atteints pour 97 % des demandes ordinaires. Il s'agit d'une progression de 2 % par rapport à l'an dernier. Les résultats pour les services urgents ou express ont diminué de 0,2 % et de 0,1 % respectivement en raison d'une augmentation de 11,3 % du volume de la demande de ce type de service.

Dans le cas du service par la poste, les délais ont été respectés 94,6 % du temps, tandis que les volumes ont augmenté de 3 % en 2004-2005 et que les ETP diminuaient de 21 %. Une augmentation de la productivité

capacité des examinateurs de vérifier l'authenticité des pièces d'identité comme aide à ceux qui doivent faire des vérifications auprès des garants.

Renforcer le leadership, la planification, les communications et la responsabilisation

En 2004-2005, Passeport Canada a commencé à faire une réorganisation et à donner suite à de nouvelles initiatives qui visent à renforcer le leadership, la planification, les communications et la responsabilisation dans l'ensemble de l'organisation :

- Entre janvier et mars 2005, plusieurs modifications ont été apportées à la structure d'organisation de Passeport Canada :

o Au début de 2005, Passeport Canada a commencé à relever de la sous-ministre déléguée des Affaires étrangères. Par la suite, un examen de la structure organisationnelle de Passeport Canada a entraîné une réorganisation en six directions générales : ressources humaines, opérations, services généraux, projets majeurs, sécurité et politique. Au même moment que la réorganisation, le nom Passeport Canada a été substitué à celui de Bureau des passeports.

- Une Direction générale des projets majeurs a été mise sur pied et doit jouer le rôle de centre de liaison pour la planification et la gestion des projets. Un cadre d'amélioration soutenue a été élaboré. Il vise à assurer la mise en œuvre et la cohérence dans les activités en favorisant une amélioration constante du rendement de tous les systèmes de gestion de la qualité.
- Passeport Canada a élaboré et adopté une politique et une stratégie générale d'apprentissage qui met en évidence la détermination de Passeport Canada à être une organisation où l'apprentissage est à l'honneur.
- Des plans de maintien des activités ont été élaborés pour qu'on puisse maintenir tous les processus essentiels, comme l'exige la Politique gouvernementale sur la sécurité.
- Un cadre de communication a été élaboré et approuvé. Des normes de services visant la correspondance ont été mises en place.

- Passesport Canada a réalisé une enquête auprès des demandeurs de passeport pour déceler les facteurs de comportement qui pourraient influencer sur la demande de passeports. Il voulait ainsi recueillir de l'information pour éclairer de nouvelles initiatives et méthodes visant à relever le niveau des services aux clients.

## Préserver la reconnaissance du passeport canadien au niveau international

En raison de contraintes financières au cours de 2004-2005, le bureau chargé du Système d'achèvement national (SAN) de Passesport Canada a consacré la majeure partie de ses ressources limitées à un sous-projet pilote, qui fait partie intégrante de l'étape de développement du projet de SAN. Grâce aux activités de ce sous-projet, on est maintenant en mesure d'entreprendre, au début de 2005-2006, le développement et les essais du projet.

En avril 2004, l'approbation a été obtenue pour le financement des immobilisations nécessaires à l'application de la Stratégie de sécurité du passeport grâce à des engagements pris aux termes de la nouvelle Politique de sécurité nationale. Les initiatives ainsi financées sont le passeport avec puce électronique, l'impression des passeports délivrés dans les missions (MPPS) et la reconnaissance faciale. Au cours de l'année dernière, les responsables du passeport électronique ont mis l'accent sur la recherche-développement concernant les puces électroniques et les lecteurs. Les activités portant sur la reconnaissance faciale ont été repoussées à l'année suivante en raison d'autres priorités et de problèmes de capacité.

Le Conseil du Trésor a approuvé le projet MPPS et consenti les immobilisations nécessaires à sa réalisation. Le projet vise à normaliser la production des passeports pour garantir à tous les Canadiens les documents de voyage les plus sûrs possibles. Jusqu'à maintenant, Passesport Canada a retenu le centre d'impression de Mississauga comme lieu de production centralisé. Passesport Canada a pris des mesures précises pour renforcer les processus qui interviennent dans la délivrance des passeports et améliorer l'intégrité des documents. Notons les mesures suivantes :

- Passesport Canada a apporté trois modifications au Décret sur les passeports canadiens pour préciser que la sécurité nationale est un motif de refus ou de révocation de passeport et pour avoir l'autorisation légale d'adopter les technologies de passeport électronique et de reconnaissance faciale.
- Donnant suite à un rapport publié par la vérification électronique et de reconnaissance faciale.
- D'ici la fin de l'année 2004, Passesport Canada a amélioré la communication de l'information sur les pertes et vols de passeports. Il a mis en place de nouvelles méthodes de gestion des passeports dont des Canadiens signaient la perte ou le vol. Les données sur les passeports perdus ou volés sont maintenant saisies directement dans la base du Centre d'information de la police canadienne de la GRC, et elles sont utilisées par les agents de première ligne de l'ASFC.
- Un protocole d'entente a été signé avec Interpol au sujet de la mise en commun de l'information sur les passeports perdus ou volés.
- Passesport Canada vient de terminer l'implantation de l'impression numérique des passeports. Tous les passeports produits au Canada sont donc imprimés numériquement.
- Passesport Canada a renforcé son appui aux missions canadiennes en étendant son réseau à l'étranger, en fournissant la technologie de demande de service électronique et en offrant un accès téléphonique 24 heures par jour et 7 jours par semaine. En outre, des examinateurs ont été dépêchés dans certaines missions pour les aider à offrir les services de passeport à l'étranger.
- La collaboration avec l'OACI s'est poursuivie et Passesport Canada a contribué à l'élaboration de normes internationales sur les documents de voyage.
- Passesport Canada a contribué à l'élaboration de normes provinciales sur les données et les processus concernant l'état civil grâce à un financement du SAN. Les résultats seront documentés dans les normes nationales sur les données de l'état civil.
- Passesport Canada a conclu des protocoles d'entente avec Service correctionnel Canada, le Centre d'information de la police canadienne, l'ASFC et CIC pour guider la communication des renseignements nécessaires pour renforcer les listes de surveillance et améliorer l'application du Décret sur les passeports canadiens.
- Passesport Canada a élaboré et distribué des outils d'identification des documents pour améliorer la

- L'augmentation du nombre de visites chez ces agents réceptionnaires au début de 2005 et une pénurie de personnel pendant la haute saison ont eu pour conséquence que Passeport Canada a été incapable de respecter les délais fixés. Au début de mars 2005, cette section a communiqué avec les régions pour aider à répondre à la demande de services de passeport, et il a ainsi été possible de revenir aux délais normaux.
- À l'été 2004, le projet pilote des renouvellements a été lancé. Il vise à améliorer le service à la clientèle. Les Canadiens admissibles ont été invités à renouer leur passeport selon un processus simplifié, par la poste. Le projet a fait l'objet d'une évaluation en décembre 2004. Plus de 38 000 invitations ont été lancées au cours du projet pilote, et 11 785 passeports ont été délivrés. Le délai de traitement moyen a été de deux jours, et, selon un sondage, les clients sont très satisfaits de cette formule de service.
- Le projet Passeport en ligne a été lancé comme conséquence directe de la priorité du gouvernement voulant que ses services principaux soient offerts en ligne. Ce projet met à profit la technologie Internet pour faciliter l'accès aux services de passeport. À ce jour, on a terminé l'élaboration d'un formulaire interactif de demande en direct, qui a été mis à la disposition des demandeurs à la fin de janvier 2005. Au 31 mars 2005, 4 893 passeports avaient été délivrés à des demandeurs qui se sont prévalus de ce service.
- Au cours de la dernière année, Passeport Canada a donné suite à plusieurs autres initiatives qui visent à améliorer le service au client :
  - Il a prolongé les heures de bureau pour mieux absorber le volume de travail au cours de la haute saison. Les heures de bureau ont été prolongées d'un maximum de 25 %, et des bureaux ont même été ouverts le samedi, dans certains cas. Dans les bureaux qui ont ouvert leurs portes le samedi, il y a eu diminution de la demande du lundi au vendredi, si bien que les délais d'attente ont été réduits pour les clients. Quatre nouveaux bureaux ont été ouverts à Whithby, à Brampton, à Calgary-Sud et à Pointe-Claire.
  - Le 27 septembre 2004 a été inauguré le Portail pour les députés, qui permet une communication rapide et directe de l'information au sujet des

- préserver la reconnaissance du passeport canadien au niveau international;
- renforcer le leadership, la planification, les communications et la responsabilisation.

## Améliorer l'accessibilité aux services et leur prestation

Dans le RPP de 2004-2005, Passeport Canada s'est engagé à continuer d'examiner comment augmenter le nombre de moyens par lesquels les Canadiens peuvent demander des services de passeport et d'améliorer l'efficacité dans la prestation de ces services. Il a apporté des améliorations dans les domaines suivants :

- Il a mené à bien un examen du processus et un projet pilote d'uniformisation tant pour les demandes reçues par la poste que pour les services aux parlementaires. En outre, un examen distinct du processus d'impression a été réalisé au centre d'impression de Mississauga. Il a fait appel à une méthodologie économique pour examiner et perfectionner les façons de faire de ces services. L'évaluation de chacun des projets pilotes a révélé que les processus qu'on venait d'améliorer pouvaient influencer favorablement la productivité et réduire les coûts et les délais.
- Des progrès notables ont été accomplis dans le projet d'agents réceptionnaires, ce qui permet d'élargir l'accès aux services de passeport par des réseaux extérieurs à Passeport Canada.
- En septembre 2004, Passeport Canada et Postes Canada ont signé un protocole d'entente qui précisent les attentes de chacune des parties concernant des succursales postales désignées comme agents réceptionnaires des demandes de service. Aux termes du protocole, 58 points de service de Postes Canada offrent de nouveaux moyens d'obtenir des services de passeport.
- À la fin de 2004, Passeport Canada a lancé un projet pilote avec Développement social Canada et RHDCC dans le cadre de l'initiative de Service Canada. Le projet a permis d'essayer le recours à trois centres désignés de RHDCC à Brandon, au Manitoba, à Kamloops, en Colombie-Britannique, et à Drummondville, au Québec, comme agents réceptionnaires des demandes de passeport.
- Ces 61 agents réceptionnaires ont délivré plus de 57 000 passeports, soit environ 2,2 % du total des passeports délivrés.

avec les ressources humaines et financières existantes. Des événements importants survenus dans le monde, comme le tsunami, ont montré qu'il faut consentir des ressources et des efforts plus importants pour la planification d'urgence et l'intervention, et qu'il faut communiquer efficacement avec les voyageurs canadiens pour leur faire comprendre la nécessité de se préparer minutieusement avant de quitter le Canada. Les cadres supérieurs du Ministère ont reconnu que la Direction générale souffrait d'un sous-financement chronique et appuyé la stratégie consulaire triennale dont il est question plus haut.

2.3.2 Passeport Canada

2.3.2.1 Notre mandat relatif à l'activité de programme

Fournir aux Canadiens et aux résidents admissibles des documents de voyage, notamment des passeports, qui soient reconnus à l'échelle internationale.

2.3.2.2 Moyen d'atteindre notre objectif à long terme

Passeport Canada est un organisme de service spécial du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) qui fonctionne en grande partie comme une entreprise du secteur privé. Il lui incombe de délivrer, de révoquer et de refuser des passeports, et d'en contrôler utilisation. Il dispense des conseils aux missions du Ministère au sujet de la délivrance des passeports à l'étranger et supervise tout ce qui se rapporte aux documents de voyage canadiens. Il existe 33 bureaux de Passeport Canada dans l'ensemble du pays ([http://pptnet/operations/offices\\_f.asp](http://pptnet/operations/offices_f.asp)).

Passeport Canada collabore étroitement avec :

- les gouvernements provinciaux et territoriaux, et plus particulièrement les registrars de l'état civil;
- les services d'application de la loi et de sécurité ainsi que d'autres organismes qui s'intéressent à la sécurité des pièces d'identité au Canada et à l'étranger;
- la Société canadienne des postes et Service Canada;
- l'Organisation de l'aviation civile internationale (OACI);

2.3.2.3 Notre environnement de travail

- d'autres ministères et organismes fédéraux;
  - les partenaires du Canada dans le groupe des « cinq nations » : Royaume-Uni, États-Unis, Nouvelle-Zélande et Australie.
- La collaboration avec les autorités étrangères chargées des passeports donne à Passeport Canada la possibilité de mettre en commun les pratiques exemplaires, ce qui lui permet d'améliorer ses propres stratégies de planification et de gestion.

Passeport Canada est un organisme de service spécial qui a reçu pour mission principale d'offrir des services, mais des pressions croissantes le poussent à se tourner vers l'extérieur et à évoluer tout en mettant l'accent sur les services principaux aux clients, aux citoyens canadiens, aux réfugiés, aux personnes qui ont besoin de protection et vivent légalement au Canada, et aux résidents permanents. Passeport Canada continue de surveiller le niveau de service offert ainsi que les besoins des consommateurs et les attentes à l'égard des divers modes de prestation.

La technologie progresse constamment, de sorte qu'il faut sans cesse revoir les mesures et les contrôles de sécurité pour s'assurer qu'ils restent à jour. En se souciant de modernisation, Passeport Canada continuera de devancer ceux qui tentent de contourner les mesures de sécurité des passeports ou les processus de demande, et il maintiendra la sécurité et l'intégrité des passeports. Passeport Canada doit composer avec des pressions uniques en matière de ressources humaines en raison d'une croissance rapide et de l'évolution des activités de l'organisation. La croissance est provoquée avant tout par la demande et le renforcement des mesures de sécurité.

2.3.2.4 Réalisations en fonction des priorités

- Le RPP de 2004-2005 a défini les priorités suivantes pour Passeport Canada :
- améliorer l'accessibilité aux services et leur prestation;

à évaluer les besoins en formation et à cerner les éléments du service où il y a lieu d'apporter des améliorations.

*Normes de service*

- Délivrance de passeports

En 2004-2005, près de 113 000 passeports ont été délivrés à l'étranger, ce qui représente une augmentation de 10 % par rapport à l'année précédente. Il est toujours difficile de respecter les normes de service pour la délivrance de passeports, car les missions doivent absorber une demande croissante au moyen de ressources limitées. Les normes pour les demandes reçues par la poste (10 jours ouvrables) ont été respectées par 64 % des missions, et les normes visant les demandes au comptoir (5 jours ouvrables) par 63 % des missions. Il y a là une tendance à la baisse depuis 2001-2002, et il est reconnu que les normes existantes ne conviennent plus nécessairement. Un examen des normes applicables aux passeports est en cours, parallèlement au projet de centralisation de l'impression au Canada.

- Communications avec les prisonniers

En 2004-2005, les normes de service visant les cas d'arrestation et de détention ont été respectées dans une proportion de 68 %. Ce chiffre a été établi en fonction des cas où le Canadien se trouve en prison ou dans un centre de détention ou est assigné à résidence. Les délais ont été fixés en fonction des régions, et les missions ont une certaine latitude dans leur application. Il peut s'agir de communications en personne, par écrit, par téléphone ou encore par l'entremise d'intermédiaires qui conviennent. Le chiffre de 68 % semble faible, mais il y a des cas où la personne en cause a fait savoir qu'elle ne voulait pas être contactée. Dans d'autres cas, nous n'avons pas obtenu la permission de communiquer.

2.3.1.6 Analyse des réalisations et leçons apprises

D'après notre évaluation, les priorités définies pour la Direction générale des affaires consulaires du Ministère dans le *Rapport sur les plans et les priorités de 2004-2005* ont été respectées dans la mesure du possible,

- la capacité de répondre à la demande (ressources et financement);
- les pressions et les risques (ressources humaines, gestion de crise, communications et sensibilisation).

Ces examens ont rendu possible l'élaboration de plusieurs nouveaux documents de politique, lignes directrices et plans d'action, notamment un cadre des opérations consulaires, des lignes directrices pour le Programme de renseignements aux voyageurs, un plan d'action pour la gestion et l'intervention en cas de crise et un plan d'action sur une campagne de sensibilisation aux services consulaires. Ces documents doivent aider le personnel consulaire à réagir avec plus de cohérence et de professionnalisme à toute situation d'urgence consulaire à l'étranger, qu'il s'agisse de cas individuels ou de situations de crise.

Une stratégie consulaire triennale a également été élaborée. Elle est axée sur les objectifs suivants :

- continuer à offrir des services consulaires unifiées et accessibles à tous;
- créer pour le Programme des services consulaires une base de ressources financières durable et stable;
- assurer aux employés un soutien et un régime de reconnaissance qui convient.

*Réactions des clients*

Dans le cadre de l'examen que l'inspecteur général a fait du Programme des services consulaires, il y a eu une enquête en ligne auprès des clients pour connaître leur opinion sur les services consulaires, tant au Canada qu'à l'étranger. Elle s'est déroulée sur quatre semaines, en août et en septembre 2004. D'après ce sondage, 88 % des clients sont satisfaits (31 % ou très satisfaits (57 %) des services consulaires reçus.

Les missions emploient un formulaire normalisé pour recueillir les réactions des clients et ainsi vérifier le rendement et mesurer le niveau de satisfaction. D'après les réponses à ces formulaires, depuis qu'ils ont été adoptés, en septembre 2003, 85 % des clients sont satisfaits de l'ensemble des services reçus. Là-dessus, 77 % se disent très satisfaits. En outre, 81 % des observations faites sur les formulaires sont des compléments portant sur le service et le personnel. Les observations et les propositions recueillies sur les formulaires servent

élevées à 370 000 \$, ont couvert les frais de la production et de l'impression de 1,25 million d'exemplaires de *Bon Voyage, mais...* Cela n'a cependant pas suffi à satis-

faire la demande.

D'autres activités de diffusion visant à promouvoir la sécurité des voyageurs ont eu lieu en 2004-2005. L'équipe de sensibilisation aux services consulaires a participé à 51 de ces activités, contre 29 l'année précédente. Notons par exemple la participation à d'importants salons du voyage qui s'adressent au grand public canadien et à l'industrie touristique, des campagnes de publicité directe à l'intention de l'industrie touristique, des présentations et séances d'information proposées dans les universités et collèges pour les étudiants qui font des voyages à l'étranger ou participent à des échanges, des présentations et séances d'information qui s'adressent aux étudiants inscrits à des programmes de tourisme un peu partout au Canada, une présentation commune aux députés et à leurs collaborateurs, de concert avec Passeport Canada. Une Préparation au voyage a été créée et diffusée, grâce à un partenariat avec le secteur privé, auprès des enseignants qui offrent des programmes sur le voyage et le tourisme et à leurs étudiants des collèges au Canada. Cet outil pédagogique vise à faire connaître l'information que le Ministère publie pour assurer la sécurité des voyageurs.

#### Auto-examen

En 2004-2005, le Ministère a entrepris un examen interne exhaustif du Programme des services consulaires. Cet examen, effectué par le Bureau de l'inspecteur général, a conclu qu'il s'agit d'un bon programme, considéré du reste comme un modèle dans le domaine, qui offre la plupart du temps les services voulus avec diligence aux Canadiens en difficulté. L'examen a conclu que les ressources attribuées pour les activités du Programme à l'administration centrale étaient insuffisantes.

Un examen interne effectué par la Direction générale des affaires consulaires elle-même a débuté au moment où s'achevait le premier volet des travaux du Bureau de l'inspecteur général. Cet examen a porté sur les éléments suivants :

- un cadre de politique et opérationnel ouvert sur l'avenir;

2004-2005, plus de 3,2 millions de publications sur la sécurité des voyageurs ont été distribuées, contre environ 2,1 millions l'année précédente. Voir la liste complète des publications à [http://www.voyage.gc.ca/main/pubs\\_menu-fr.asp](http://www.voyage.gc.ca/main/pubs_menu-fr.asp).

#### Les propos suivants témoignent de la satisfaction du public à l'égard des services consulaires offerts par le Ministère :

« Je viens de parcourir la brochure des Services consulaires canadiens qui a été jointe à mon passeport, et j'ai eu envie de vous communiquer mes impressions : cette publication est fantastique! Elle est vraiment pratique, on peut la glisser dans ses bagages au besoin et les articles qu'on y trouve sont excellents pour me faire comprendre les situations qui peuvent surgir lorsqu'on voyage à l'étranger. Merci de cette publication facile à lire et instructive. »

Les Canadiens continuent de consulter le site Web des Affaires consulaires du Ministère (<http://voyage.gc.ca>), qui a été mis à jour plusieurs fois en 2004-2005 pour attirer l'attention sur les faits nouveaux dans le monde, notamment l'épidémie de grippe aviaire, les Jeux olympiques et paralympiques et le tsunami qui s'est produit dans l'Océan Indien, et sur l'enseignement à l'étranger. Un nombre record de Canadiens ont visité le site. En 2004-2005, on y a enregistré en moyenne 241 667 visites par mois, ce qui représente une progression de 25 % par rapport à l'année précédente. Les Canadiens ont également été bien informés grâce à de fréquentes mises à jour des Conseils aux voyageurs portant sur divers pays. Au cours de l'année, la totalité de ces 217 documents ont été mis à jour. Les situations de crise et les événements survenus dans le monde qui ont des conséquences pour les voyageurs ont donné lieu à 407 mises à jour urgentes de ces documents, à la publication de 38 avertissements et de 144 Actualités. Le libellé de ces documents a également été normalisé, comme il l'a été dans des pays d'optique commune.

La diffusion de l'information visant à assurer la sécurité des voyageurs a aussi été améliorée grâce à la conclusion d'un certain nombre de partenariats avec des organisations des secteurs privé et public qui transmettent à leurs membres des messages consulaires clés – dont nos publications – dans leurs annonces, publications et sites Web. Les recettes de ces partenariats, qui se sont

sur le plan de la sécurité. En outre, 2004 a été une année record pour la fréquence et l'intensité des ouragans dans les Antilles. De nombreux avertissements ont été lancés aux voyageurs et il a fallu évacuer des Canadiens de la Grenade et des îles Cayman.

Le plus grand défi s'est toutefois présenté le 26 décembre, date du tsunami dans l'Océan Indien. Le Centre des opérations d'urgence du Ministère a reçu un nombre sans précédent de 100 000 appels d'amis et de parents inquiets de Canadiens qui habitaient ou étaient en vacances dans les zones touchées. Certes, il existe des procédures pour faire face à semblable situation, mais la seule ampleur de la crise et le fait qu'il s'agissait d'une période de congé ont occasionné de graves difficultés. La capacité physique du Centre des opérations d'urgence et le système téléphonique existant ont été débordés. Les outils employés pour consigner et gérer les cas n'ont pas été conçus pour pareil volume, et il y a eu des difficultés particulières. L'effectif disponible était nettement insuffisant à cause de la période de congé, beaucoup d'employés étant en déplacement. Malgré tout, la réaction du public à la gestion que le Ministère a su faire de la crise a été surtout favorable, réussite que le Ministère doit au dévouement et au dur labeur de ses employés.

**Améliorer les communications et la diffusion concernant la sécurité des voyageurs**

Pour préparer leurs voyages à l'étranger, les Canadiens peuvent maintenant profiter d'une information mieux présentée et à jour conçue pour les inciter à mieux se préparer et à sensibiliser davantage les voyageurs à leurs propres responsabilités à l'égard de leur sécurité.

Une révision approfondie du contenu de la principale publication, *Bon Voyage, mais...* ([http://www.voyage.gc.ca/main/pubs/bon\\_voyage\\_but-fr.asp](http://www.voyage.gc.ca/main/pubs/bon_voyage_but-fr.asp)), a donné une information plus concise qui se limite au mandat consulaire. On a aussi obtenu de la sorte une brochure moins volumineuse, dont la production coûte moins cher. Une nouvelle brochure intitulée *Les Services consulaires canadiens : l'aide que nous offrons aux Canadiens et Canadiennes à l'étranger* ([http://www.voyage.gc.ca/main/pubs/consular\\_services-fr.asp](http://www.voyage.gc.ca/main/pubs/consular_services-fr.asp)) a paru en juin 2004. Elle présente des articles qui dépeignent des situations dans lesquelles les Canadiens peuvent bénéficier d'une aide consulaire et décrit ce que le gouvernement du Canada peut faire ou non dans ces situations. En

suls honoraires est passé de 107 à 117. Une étude du Programme de consuls honoraires réalisée par le Ministère et achevée en 2004-2005 a confirmé qu'il s'agissait là d'un mécanisme rentable permettant d'offrir divers programmes du gouvernement du Canada, dont les services consulaires. L'étude a produit un certain nombre de recommandations visant à améliorer le programme. Les recommandations seront mises en œuvre à compter de septembre 2005.

La capacité du Ministère de gérer les urgences en dehors des heures de bureau et les aspects consulaires des grandes crises dans le monde continue de s'améliorer grâce à une utilisation innovatrice de la technologie. En consultation avec Passeport Canada, le Ministère a conçu et mis au point un système pour donner aux agents en poste au Centre des opérations ouvert 24 heures par jour l'accès en mode lecture seule aux dossiers des passeports, leur permettant de confirmer l'identité et l'histoire du passeport de Canadiens qui ont besoin d'aide, et leur accorder un accès immédiat à l'information sur les proches, lorsqu'un Canadien décède à l'étranger. Le travail, entravé par le manque de fonds, a repris vers la fin de l'exercice, et on mettra la dernière main au nouveau module de gestion de crise du système COSMOS. Le système devrait être mis en service au début de 2005-2006. Des améliorations d'ordre technique mineures ont été apportées au Registre consulaire des Canadiens à l'étranger (ROCA), et des modifications de politiques et de procédures ont allégé la charge de travail des missions. Des améliorations plus importantes étaient prévues, mais il a été impossible de les apporter, faute de fonds.

Le personnel des services d'urgence est mieux formé grâce à un certain nombre de cours conçus spécialement à son intention et qui portent sur le service à la clientèle. Il s'agit notamment de cours pour aider le personnel à communiquer avec les familles en deuil et à gérer les clients difficiles et les situations de crise. Des séances ont également été organisées pour tous les employés qui font du travail par quart afin de les aider à gérer le stress inhérent à cette formule de travail. Ces initiatives ont aidé le Ministère à bien gérer de nombreuses crises qui, en 2004-2005, ont remis en cause la sûreté et la sécurité des Canadiens à l'étranger. En novembre 2004, il a fallu faire partir des Canadiens de la Côte d'Ivoire à cause de la dégradation de la situation

plus grand nombre de Canadiens voyagent seuls plutôt que de se joindre à des voyages organisés.

Naturellement, ces changements dans les destinations et le profil des voyageurs posent des défis uniques au Ministère sur le plan de la sûreté et de la sécurité des Canadiens. Si on ajoute la menace croissante que représentent les réseaux terroristes internationaux, on comprend que les Canadiens courent davantage le risque d'être touchés par des attaques ou d'autres formes de crime international. Ces risques nécessitent l'adoption de nouvelles mesures (p. ex. l'insertion de données biométriques dans les passeports) visant à freiner le terrorisme et le crime organisé.

Ouvre la demande croissante et en évolution de services, le Ministère continue de subir des pressions pour garantir l'efficacité et la rentabilité des services qu'il offre en réponse aux attentes toujours plus élevées au sujet des services auxquels les citoyens ont droit de la part du gouvernement, notamment des services consulaires de plus haut niveau, et à l'attention intense que les médias accordent à la gestion que le Ministère fait de certaines affaires consulaires. Vu l'étendue des services et le contexte opérationnel actuel du gouvernement, et notamment du Ministère, les affaires et les crises consulaires deviennent de plus en plus complexes, demandent plus de ressources et suscitent un vif intérêt dans les médias et dans l'opinion publique. Le Ministère doit donc établir et maintenir un juste équilibre entre la hausse de la demande et des attentes et ses ressources humaines et financières.

### 2.3.1.5 Surveillance du rendement

#### Offrir des services consulaires essentiels dans le monde entier

Les affaires consulaires qui mobilisent l'attention des médias sont mieux gérées grâce aux initiatives de la dernière année. Un Comité de coordination consulaire a été mis sur pied en vue d'élaborer des plans stratégiques de gestion des affaires difficiles, prévoyant au besoin une coordination avec des organismes de l'extérieur et leur consultation. Pour soutenir ces efforts, on a récupéré des fonds prévus pour des éléments moins prioritaires afin de créer un poste de conseiller principal à la Direction générale des affaires

consulaires et veiller à ce que tous les intéressés soient parfaitement mis au courant des affaires qui risquent d'attirer une grande attention. Des lignes directrices sur la gestion de ces affaires, notamment celles de citoyens ayant une double nationalité ou encore les situations où la peine capitale peut s'appliquer, ont été élaborées et mises en vigueur dans les bureaux du Canada à l'étranger. Les agents consulaires sur le terrain participeront aussi à un atelier de deux jours qui a été conçu pour aider les agents consulaires à déceler, et donner l'aide qui s'impose, les cas de prisonniers qui pourraient être torturés. Enfin, un plan a été élaboré pour donner suite à un engagement que les ministres canadiens et américains chargés des affaires étrangères ont pris en janvier 2004, soit s'avertir officiellement et se consulter avant d'expulser un ressortissant de l'un ou l'autre pays du territoire de l'autre vers un pays tiers.

#### Histoire d'une réussite : Enlèvement en Iraq

Le Ministère a été prévenu qu'un citoyen canadien d'origine libanaise travaillant en Iraq avait été enlevé et était sans doute détenu par une milice. Les crimes dont il était accusé étaient passibles de la peine de mort. Des politiciens canadiens et de hauts représentants du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) ont donné publiquement des preuves de la citoyenneté canadienne et de l'identité de la personne en cause, ce qui a permis sa libération et son retour immédiats au Canada.

La sécurité des passeports sera renforcée grâce à une étroite collaboration avec Passeport Canada sur un projet de nouvelle approche de la production des passeports. Selon cette approche, l'impression sera centralisée au Canada, et tous les Canadiens, chez eux et à l'étranger, recevront le même type de passeport moderne lisible à la machine. Dans le cadre de ce projet, le module du Programme de gestion des passeports dans le Système de gestion des opérations consulaires (COSMOS) a été converti en application basée sur Internet. Le travail sur les systèmes de délivrance des passeports du Ministère et de Passeport Canada est en cours. Il s'agit d'assurer la communication des renseignements voulus, ce qui est essentiel à la réussite du projet. On estime que le projet devrait être achevé à la fin de l'année civile 2005. Au cours de l'année, le nombre de missions canadiennes dirigées par des con-

2.3.1.4 Réalisations en fonction des priorités

Le RPP de 2004-2005 a défini les priorités suivantes pour les affaires consulaires :

- offrir des services consulaires essentiels dans le monde entier;
- améliorer les communications et la diffusion concernant la sécurité des voyageurs.

Comme des millions de Canadiens vivent et travaillent à l'étranger, et que les citoyens canadiens font chaque année plus de 40 millions de séjours à l'étranger, la demande d'une large gamme de services consulaires continue de croître. En 2004, il y a également eu, par rapport à l'année antérieure, une augmentation de quelque 10 % du nombre de demandes de services et d'information de la part de Canadiens qui se trouvent à l'étranger. En 2004-2005, le Ministère reçu plus de 320 000 appels, dont environ 20 % en dehors des heures normales de bureau.

Il n'y a pas lieu de s'étonner de cette hausse de la demande de services, étant donné, d'une part, le nombre toujours plus élevé de Canadiens qui vivent à l'étranger pour des raisons professionnelles ou qui y passent leur retraite et, d'autre part, un intérêt croissant pour les voyages à l'étranger. La demande de services découle également de la diversité de la société canadienne, notamment en ce qui a trait aux questions de double nationalité.

Étant donné le faible coût des voyages aériens, la facilité de se rendre par avion dans des régions exotiques ou à risques élevés, l'expansion du commerce canadien, l'intérêt des entreprises canadiennes pour des marchés non traditionnels, le raffermissement du dollar canadien par rapport à la devise américaine et l'accessibilité des communications, un plus grand nombre de Canadiens optent pour des destinations plus éloignées et plus dangereuses, et les hommes et femmes d'affaires exploitent des débouchés commerciaux dans des régions du monde à risques élevés.

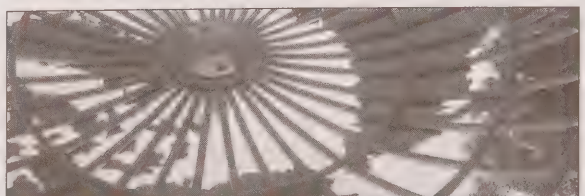
Le profil des voyageurs canadiens change également. D'après les tendances observées, le nombre de voyageurs qui ont moins de 18 ans, ont un handicap ou sont des personnes âgées s'accroît. Par ailleurs, un

ainsi que les normes qualitatives et quantitatives à appliquer. On trouvera ces normes de service à l'adresse [http://www.voyage.gc.ca/main/about/service\\_standards-tr.asp](http://www.voyage.gc.ca/main/about/service_standards-tr.asp), et on peut les consulter dans toutes les missions à l'étranger, où elles sont affichées ou peuvent être remises à qui veut en prendre connaissance.

2.3.1.3 Notre environnement de travail

Si le Ministère joue un rôle central dans la prestation de services consulaires aux Canadiens de partout dans le monde, il joue également un rôle essentiel dans la préparation des Canadiens avant leur départ vers l'étranger. Le Ministère se fait un devoir de fournir de l'information crédible et des conseils pertinents afin de préparer les Canadiens à voyager à l'étranger. De cette manière, ceux-ci disposent des renseignements et des conseils dont ils ont besoin pour prendre des décisions responsables sur les risques potentiels pour leur sécurité à l'étranger et choisir les moyens de réduire ces risques au minimum. C'est principalement par l'entremise du site Web du Ministère consacré aux affaires consulaires, <http://voyage.gc.ca>, que l'information consulaire est communiquée à la population canadienne et à l'industrie touristique.

Pour assurer les services consulaires, le Ministère collabore avec d'autres ministères et organismes du gouvernement fédéral, dont le ministère de la Justice, CIC, le Service correctionnel du Canada, la GRC, Ressources humaines et Développement des compétences Canada et Santé Canada. En outre, le Ministère collabore étroitement avec les provinces et les territoires, de même qu'avec divers organismes internationaux et organisations non gouvernementales, tels la Croix-Rouge et le Croissant-Rouge, et Service social international Canada, un organisme sans but lucratif qui est en contact avec des organismes similaires dans le monde entier. Les activités de communication des services consulaires sont appuyées par des partenariats avec le secteur touristique et des commanditaires du secteur privé. La signature d'accords de coopération avec des pays qui observent les mêmes pratiques nous permet de coordonner et de rationaliser nos activités, en particulier lorsqu'une intervention rapide s'impose en cas de crise, d'accident ou de catastrophe.



### 2.3 Objectif stratégique 3 :

#### Servir les Canadiens à l'étranger

Les Canadiens qui voyagent, travaillent et vivent à l'étranger reçoivent de l'aide, des conseils, des avis et des services efficaces, concernant tant leurs documents de voyage que les services consulaires dont ils ont besoin. Cet objectif stratégique comprend les activités de programme suivantes :

- Affaires consulaires : administrer et fournir des services consulaires aux Canadiens.
- Passeport Canada : administrer et fournir des services de passeport aux Canadiens (au moyen du Fonds renouvelable du Bureau des passeports).

#### 2.3.1 Affaires consulaires

##### 2.3.1.1 Notre mandat relatif à l'activité de programme

Le mandat du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) en matière d'affaires consulaires est double, soit : 1) préparer les Canadiens aux voyages internationaux en mettant à leur disposition des renseignements fiables et des conseils opportuns; 2) en collaboration avec ses partenaires et ses missions à l'étranger, aider les Canadiens 24 heures par jour et 7 jours par semaine, en cas de problème ou s'ils ont besoin d'aide à l'étranger, à titre personnel ou en situation de crise. Pour s'acquitter de ce mandat, le Ministère doit également administrer le Centre des opérations 24 heures par jour et 7 jours par semaine, surveiller les événements qui se produisent dans le monde et jouer le rôle de centre d'appels du Ministère en cas de crises majeures et d'incidents internationaux.

Tous les jours, 24 heures par jour et 7 jours par semaine, le Ministère offre une large gamme de services consulaires aux Canadiens dans le monde entier. Il leur procure l'aide dont ils peuvent avoir besoin dans diverses situations : blessure, décès, enlèvement d'enfant et différé sur la garde légale des enfants, enlèvement, évacuation d'urgence en cas de catastrophe naturelle ou de crise. Les personnes arrêtées ou détenues à l'étranger reçoivent aussi une aide. Les services sont offerts jusqu'à ce que le problème soit réglé ou jusqu'à ce qu'un jugement soit rendu. L'aide consulaire est fournie dans plus de 275<sup>2</sup> points de service répartis dans le monde entier, notamment les ambassades, les hauts-commissariats, les consulats et les consulats honoraires.

##### 2.3.1.2 Moyen d'atteindre notre objectif à long terme

La prestation du programme consulaire est assurée à l'étranger par l'intermédiaire des ressources consulaires des missions à l'étranger. L'administration centrale formule des orientations fonctionnelles à l'intention des agents qui travaillent dans ces missions. Toutefois, la gestion générale des missions relève des secteurs géographiques.

Les Canadiens qui se trouvent à l'étranger jouissent d'un accès rapide à toute une gamme de services efficaces et professionnels offerts par une organisation reconnue et digne de confiance. Ces services les aident également à s'adapter aux différences qui existent entre les systèmes juridiques, sociaux et commerciaux du Canada et ceux des pays étrangers. Le Ministère tire profit de la technologie de l'information de pointe pour se tenir au fait de la situation internationale, attirer les Canadiens des dangers (notamment en mettant fréquemment à jour les Conseils aux voyageurs et les Avertissements), les mettre en lien directement avec les agents consulaires, qui leur prodigueront conseils et aide, donner les moyens au personnel consulaire de fournir des services rapides et professionnels et évaluer l'efficacité des services offerts.

Les services consulaires sont offerts conformément à des normes écrites qui précisent les services à offrir,

<sup>2</sup> Le MAECI (Affaires étrangères) dispose de 300 points de service à l'étranger, dont des ambassades, des hauts-commissariats, des missions permanentes, des consulats généraux, des consulats, des consulats dirigés par un consul honoraire et 15 points de service (14 en Australie et un en Suède) assurés en vertu d'ententes de partage de services consulaires conclues entre le Canada et ces deux pays.

prend des mesures concrètes à cet égard, et ses pratiques sont maintenant plus uniformes et plus précises. En outre, il a redéfini ses principes d'établissement des coûts et les a publiés cette année.

Bon nombre d'autres enseignements ont également été tirés au cours de l'année. La première année de mise en application du protocole d'entente générique a permis de réduire le nombre de plaintes et a rendu le règlement de ces plaintes plus transparent. Néanmoins, certains secteurs du soutien de l'administration centrale aux services communs à l'étranger nécessitent encore des améliorations. Par exemple, il importe de s'assurer que tous les intervenants comprennent clairement la façon d'utiliser les fonds alloués à la prestation des services communs à l'étranger.

En 2005-2006, le Ministère formulera des recommandations sur la fonction GI/TT par suite des initiatives de réorganisation entreprises cette année.

Enfin, au cours de la prochaine année, le Ministère examinera la faisabilité et les avantages éventuels de la centralisation des services communs en établissant un mécanisme différent de prestation des services, doté d'une structure de responsabilités précises, de pouvoirs et d'un budget distincts, et d'une structure de gouvernance indépendante, y compris un conseil d'administration représentant les principaux ministères partenaires. Les recommandations formulées à la suite de la réorganisation de la GI/TT inspireront la création d'un mécanisme différent de prestation des services et permettront d'améliorer le rendement et d'accroître la satisfaction des partenaires qui exercent des activités dans les missions à l'étranger.

Le but des activités est la fiabilité. La fiabilité des services impartis est surveillée au moyen du taux de disponibilité, qui se situe entre 90 et 99 % selon la région et l'état de l'infrastructure publique locale.

(On peut évaluer la fiabilité des services fournis à l'intérieur grâce aux statistiques opérationnelles et aux appels des utilisateurs, et la comparer avec le temps d'indisponibilité acceptable pour les services individuels. En raison de la complexité des services, il a été impossible d'élaborer des outils utiles d'évaluation générale.

On surveille les autres services et les adapte aux besoins en fonction des observations formulées par les utilisateurs au centre d'aide et aux gestionnaires de comptes, ainsi que dans les groupes de discussion et les sondages.

Le suivi des projets de chancellerie permet au Ministère de déterminer dans quelle mesure il peut répondre aux besoins en biens fonciers et en locaux dans les missions à l'étranger. En 2004-2005, le Ministère a terminé la chancellerie d'Ankara et le consulat général à Chandigarh. Au cours de l'exercice 2005-2006, on mènera à bien des projets de chancellerie à Abu Dhabi, à Bucarest, à Budapest, à Milan, à Singapour et à Wellington. D'autres projets d'immobilisations sont en cours à Berlin, à Dhaka, à La Haye et à Rome.

## 2.2.1.6 Analyse des réalisations et leçons apprises

L'un des enseignements tirés des années précédentes est que le Ministère a besoin d'améliorer ses pratiques commerciales en ce qui a trait à l'établissement des coûts de ses postes dans les missions à l'étranger. Le Ministère

missions afin qu'elles l'incorporent aux normes. Le Ministère, ses partenaires et les missions sont déterminés, de toute évidence, à mettre en place un cadre de responsabilisation détaillé pour les services communs.

#### *Gestion de l'information et de la technologie*

Le nouveau site de la Direction de la planification et de la coordination des services communs à l'étranger (<http://bp.dfa-it-maeci.gc.ca/smd/menu-fr.asp>) est un répertoire complet de renseignements utiles pour les ministères partenaires et les parties intéressées à l'administration centrale et dans les missions. La conformité aux stratégies ministérielles de GI est assurée par l'utilisation d'InfoBanque, une nouvelle solution de gestion de l'information mise en œuvre au Ministère, qui permet de stocker et de récupérer l'information rapidement et efficacement.

#### **2.2.1.5 Surveillance du rendement**

Le renforcement des capacités des analystes du service à la clientèle a permis d'accélérer la création, la reclassification, la suppression et la réorganisation des postes. Au total, 471 changements de poste ont été effectués, donnant lieu à la création de 271 postes.

Le GTISCE a réglé avec succès les différends concernant la politique des services communs et les questions de mises en œuvre. Au total, 16 différends ont été réglés au cours de l'année, et il n'en demeure aucun en suspens.

Au cours de l'exercice 2004-2005, le nombre de missions qui ont manqué de locaux de chancellerie a diminué d'environ 20 % grâce à l'exécution de nouveaux projets, notamment des travaux d'agrandissement pour CIC.

Le bilan du Ministère en matière de respect des coûts de projet et des échéanciers pendant l'exercice 2004-2005 concordait avec les résultats obtenus au cours des exercices précédents. C'est à dire que 85 % des projets ont atteint les objectifs de coûts et environ 50 % des projets ont respecté les échéanciers. Toutefois, 100 % des projets sont menés à bien dans les trois mois suivants la date prévue d'achèvement des travaux.

GI/TT – à titre de service commun offert au gouvernement du Canada à l'étranger – de 46 % à 70 %. On a élaboré et lancé le Portail d'apprentissage de la GIT, qui fournit au personnel des missions le même accès aux cours de formation offerts à Ottawa. Le Ministère a également passé en revue le cadre de travail de base utilisé pour établir les conditions d'emploi des ERP dans les missions afin de l'harmoniser avec l'intention et les principes de la *Loi sur la modernisation de la fonction publique*. À la suite des vastes consultations et des sondages menés auprès des employés, on est en train de faire approuver une nouvelle série de règlements et de concevoir un programme de formation destiné aux gestionnaires à l'étranger. Le Ministère a également établi des profils de compétences pour les postes de chef de mission (CDM) et d'agent-gestionnaire consulaire à l'étranger.

L'Unité des services juridiques du Ministère donne des conseils juridiques sur bon nombre de situations complexes concernant du personnel ministériel à l'étranger, y compris des employés recrutés sur place, ainsi que sur la restructuration du Service extérieur et des nouvelles échelles de salaires et de classification.

#### **Autres priorités**

*Collaborer davantage avec les partenaires clés dans la gestion des biens fédéraux à l'étranger*

Depuis 2003, le GTISCE se réunit toutes les deux ou trois semaines. Il sert de lieu de discussion aux représentants des ministères partenaires et au personnel ministériel sur la mise en œuvre des politiques du Ministère relatives aux services communs.

Le protocole d'entente générique est le document officiel établissant les relations de prestation de services communs entre les ministères partenaires et le MAECI (*Affaires étrangères*). Comme il a été mentionné, bon nombre d'autres ministères et d'organismes fédéraux négocient actuellement des annexes au protocole d'entente générique.

Au moment de la publication, 89 des 116 missions visées par le présent exercice avaient ratifié les normes de prestation de services qui font partie intégrante du protocole d'entente générique. Les autres missions ont promis qu'elles s'y conformeraient ultérieurement. En outre, les partenaires du GTISCE ont adopté à l'unanimité une modification politique et l'ont transmise aux

Dans le cadre de la réforme en cours sur l'établissement des coûts, une série de réunions avec des intervenants et des partenaires ministériels s'est conclue par un énoncé de politiques sur les principes d'établissement des coûts. Les principes répondent aux préoccupations des partenaires en ce qui concerne l'équité, l'uniformité et la transparence des processus entrepris pour établir les coûts associés aux postes (<http://bpa.dfa-maeci.gc.ca/smd/costings-fr.asp>).

Au printemps 2005, le Ministère a mis sur pied le Comité d'examen de l'établissement des coûts. Cette phase obligatoire du processus d'attribution assure un examen minutieux et un haut degré de surveillance des méthodologies d'établissement des coûts employées, et permet d'accroître l'uniformité de façon mesurable. Le Comité renforce également les capacités d'analyse.

Le Ministère estime qu'une plus grande intégration horizontale des biens, de la GI/TI, de la gestion des RH et des autres fonctions ministérielles apportera des avantages tangibles à la prestation des services communs. Cet objectif ne pourra être atteint que par l'adoption d'un nouveau mécanisme de prestation des services qui permettra d'optimiser le rendement et d'accroître la satisfaction des partenaires cooccupants.

Le MABCI (*Affaires étrangères*) fait suite à la réorganisation de la fonction GI/TI par la mise en place de initiatives visant à examiner les processus internes, à définir ses services et en établir le coût, à élaborer des politiques et des normes connexes, et à renforcer la capacité du Ministère d'utiliser efficacement la GI/TI. Ces initiatives devraient produire des résultats et donner lieu à la formulation de recommandations pendant l'exercice 2005-2006. Elles contribueront à résoudre les problèmes d'investissement internes, et permettront au Ministère de s'adapter à la réorganisation de la gestion des services communs fournis à toutes les activités gouvernementales à l'étranger et des services partagés à l'administration centrale, ainsi qu'à la centralisation des services administratifs communs proposée par le gouvernement du Canada.

Le Ministère a poursuivi la mise en œuvre du Renouveau du modèle de soutien pour la technologie de l'information à l'étranger, afin d'améliorer le soutien de la GI/TI dans les missions. Sur une période de trois ans, ce projet permettra d'accroître le nombre d'utilisateurs pouvant accéder localement au soutien de la

centrale et dans les missions à l'étranger, et à remplacer la version 2 par la version 3, a été mené à bien sans dépasser le budget (économies de 9 %). La mise à niveau garantira le soutien du fournisseur et la disponibilité des pièces de rechange, et fournira aux utilisateurs un système d'exploitation et une suite bureautique modernes.

On a signé un nouveau contrat d'une durée de trois ans pour des services de télécommunications internationales (fournis à titre de services communs à l'administration centrale et à tous les cooccupants du gouvernement du Canada à l'étranger). Le nouveau contrat permettra de réduire le coût du service et assurer les capacités nécessaires au fonctionnement des principales applications stratégiques, notamment le Délégué commercial virtuel (Commerce international) et le Système mondial de gestion des cas (SMGC).

## Simplification des politiques et des programmes administratifs

En mars 2005, le Ministère a commencé à élaborer un protocole d'ouverture, de reclassification et de fermeture de missions. Bien qu'il soit toujours en cours d'élaboration, ce protocole a orienté la ratification ministérielle du projet d'ouverture d'une mission à Recife, au Brésil. Le protocole exige la tenue de consultations interministérielles et à l'échelle du Ministère sur les incidences politiques et la viabilité de l'ouverture, de la reclassification ou de la fermeture proposée. Les pratiques exemplaires et les enseignements tirés orienteront l'élaboration d'une politique définitive qui devra être approuvée par le Comité exécutif.

Un important exercice de rapprochement du Système de gestion des ressources humaines est actuellement en cours pour aider le Ministère à atteindre son objectif, à savoir simplifier les processus administratifs et rendre les bases de données ministérielles plus précises. On s'attend à ce que la régularisation de la base de données soit terminée à l'automne 2005.

Afin d'accroître la cohérence et la précision de l'information ministérielle sur la présence du Canada à l'étranger, on est en train de dresser une liste exhaustive des missions à l'étranger, y compris de leur configuration actuelle. Une fois terminée, la liste deviendra la référence ministérielle en matière de déploiement du Canada à l'étranger.

phase de mise en œuvre ([http://bp.dfaitmaeci.gc.ca/smd/standards\\_fr.asp](http://bp.dfaitmaeci.gc.ca/smd/standards_fr.asp)).

Le Groupe de travail interministériel sur les services communs à l'étranger (GTISCE), groupe affilié au Comité des directeurs généraux sur les services communs à l'étranger dont le mandat est énoncé à la section 4.1 du protocole générique, se réunit toutes les trois semaines pour discuter des questions soulevées par la mise en œuvre du protocole générique et d'autres sujets liés à la prestation de services communs à l'étranger. Il sert, en particulier, de mécanisme de règlement des différends auquel tous les partenaires peuvent recourir. Au cours de la dernière année, le Groupe de travail a réglé 16 différends, et n'en a aucun à l'étude en ce moment.

En 2002, le Ministère a établi et mis en place des frais de services communs à l'étranger pour faire face à l'augmentation considérable d'emplois affectés à l'étranger et à l'absence de fonds supplémentaires nécessaires à l'embauche de personnel de soutien administratif pour la prestation de services communs. La politique, sa portée et le montant des frais feront l'objet d'un examen avec les partenaires en 2005. En vue de cet examen, le Ministère mène de vastes consultations auprès des parties concernées.

Le site Web de la Direction de la planification et de la coordination des services communs à l'étranger (<http://bp.dfait-maeci.gc.ca/smd/menu-fr.asp>) comporte maintenant une section sur les Normes de prestation de services des missions à l'étranger. Le site contiendra sous peu les annexes au protocole générique, un recueil des documents de politique régissant les activités du Ministère, les rapports des décisions prises lors des réunions des différents comités des services communs à l'étranger ainsi qu'une liste des missions du Canada à l'étranger. Les services de gestion de l'information ministérielle et de la technologie ont continué à fournir des services communs fiables à plus de 160 points de service dans le monde entier, tout en faisant face au changement et à la croissance continus. Ils ont pu y arriver grâce au programme actuel d'investissements fixes dans les remplacements, la formation et l'ingénierie.

Un projet de deux ans visant à mettre à niveau l'infrastructure de services communs à l'administration

Mise en place de cadres de travail pour faciliter la prestation de services communs dans les missions

Le Protocole d'entente interministériel sur les activités et le soutien des missions à l'étranger (protocole générique), établi en collaboration avec les ministères partenaires qui sont représentés à l'étranger, est entré en vigueur le 21 avril 2004. Le protocole générique remplace bon nombre d'ententes bilatérales touchant la prestation de services communs, et répond aux demandes formulées par les partenaires en ce qui a trait à l'équité, à l'uniformité, à la transparence et à l'optimisation des ressources dans les ententes de prestation de services communs (<http://bp.dfait-maeci.gc.ca/smd/mous-fr.asp>).

Des annexes au protocole générique propres aux ministères, dans lesquelles les ministères partenaires énoncent des ententes de prestation de services communs axés sur leurs programmes, sont en cours d'élaboration par le ministère de la Défense nationale, Santé publique et protection civile Canada et Justice Canada. Les négociations sont terminées en ce qui concerne l'annexe propre aux programmes du ministère du Patrimoine canadien, et le document a été ratifié. De même, l'annexe propre à la Gendarmerie royale du Canada en est à l'étape de la signature. L'ajout de ces annexes renforce le protocole générique et consolide les relations avec les ministères partenaires à l'étranger.

Les missions ont recours aux normes de prestation de services pour assurer la prestation de services communs uniformes et justes à tous les ministères présents dans les missions du Canada. Le MAECI (*Affaires étrangères*) et les ministères partenaires s'appuient sur les normes de prestation de services, qui font partie intégrante du protocole générique, pour mesurer, évaluer et établir des rapports sur les activités de gestion des missions qui se rapportent à la prestation des services communs. On a demandé aux missions de passer en revue les normes de service génériques et d'adapter le document afin qu'ils répondent à leurs besoins, et de le présenter ensuite au Comité de gestion de la mission pour ratification. Ces normes de service énumèrent les services communs fournis par le Ministère, les rôles et responsabilités respectifs de toutes les parties concernées, et les normes de prestation de services auxquelles doivent s'attendre les programmes participants. Au total, 89 des 116 missions visées par le présent exercice ont terminé la

2.2.1.3 Notre environnement de travail

La gestion des biens à l'étranger pose de nombreux défis au Ministère. Le gouvernement du Canada s'adapte aux forces progressives qui sont en train de faire disparaître la distinction entre la politique nationale et la politique étrangère au sein des gouvernements du monde entier. Les ministères modifient leur structure, leurs processus et leur culture pour réagir à ces forces.

Le gouvernement du Canada dans son ensemble fait face aux attentes toujours croissantes des Canadiens relativement à la prestation de services électroniques et de services intégrés axés sur la clientèle dans divers organismes, et ce dans un monde de plus en plus branché. Le modèle traditionnel d'un ministère fermé et autocentré est en voie d'être remplacé par un modèle de ministère entretenant de nombreuses relations avec des contacts extérieurs et des collègues d'autres ministères, gouvernements et organisations. Cette transformation a d'importantes répercussions sur l'échange d'information et la sécurité.

Le Ministère doit en outre s'attaquer aux questions suivantes :

- croissance importante de la représentation à l'étranger et augmentation connexe du nombre de chanceleries qui sont incapables de soutenir cette croissance (missions au seuil de leurs capacités)
- exigences accrues en matière de sécurité physique depuis le 11 septembre;
- nombre croissant de déménagements forcés causés par :

- o les exigences en matière de sécurité;
- o la détérioration de l'inventaire vieillissant;
- o les questions de santé et de sécurité;
- o une croissance des programmes dépassant les capacités des missions;
- o les facteurs économiques ou politiques locaux (mouvements de capitaux ou déménagements de centres-villes, détérioration des voisinages, etc.).

2.2.1.4 Réalisations en fonction des priorités

Le Rapport sur les plans et les priorités de 2004-2005 énonçait les priorités suivantes pour cette activité de

programme (sous l'ancien secteur d'activité Services aux ministères partenaires) :

- politiques et processus en vue de faciliter un déploiement plus stratégique du personnel de représentation à l'étranger;
- cadres de travail pour faciliter la prestation de services communs dans les missions;
- simplification des politiques et des programmes administratifs.

Pour remplir son mandat, qui consiste à fournir une infrastructure et des services communs rentables et de qualité aux autres ministères et organismes qui ont des activités à l'étranger, le Ministère doit assumer les fonctions suivantes :

**Elaboration de politiques et de processus en vue de faciliter un déploiement plus stratégique du personnel de représentation à l'étranger**

En 2001, le Comité exécutif a approuvé le Cadre de planification et de gestion de la croissance du personnel dans les missions à l'étranger, qui énonce les principes sur lesquels repose la planification de la croissance de la représentation à l'étranger. Le document qui lui a succédé, le Cadre de planification et de gestion du changement dans les missions à l'étranger, sert de mandat au CORA.

Lorsqu'il planifie la croissance à l'étranger, le Ministère accorde une grande importance à l'établissement de liens entre les priorités de la politique étrangère et l'affectation des ressources, à l'aide des stratégies pertinentes par pays.

On a amélioré la planification des activités, notamment par la création d'un comité de directeurs généraux représentant les secteurs géographiques, fonctionnels et des services. Les nouveaux plans de mission font état du contexte, des priorités et des principaux résultats aux niveaux de la mission, du pays et de la région, et intègrent une approche pangouvernementale au niveau de la mission.

Divers projets de gestion immobilière à l'étranger ont également progressé, ce qui a permis de réduire d'environ 20 % le nombre de missions aux prises avec des problèmes de locaux dans les chancelleries.

et aux partenaires qui exercent des activités à l'étranger sont administrés et dispensés de façon satisfaisante.

#### Résultats obtenus

Pour bien comprendre les résultats obtenus, il est important de connaître les mesures que nous prenons pour atteindre notre objectif à long terme et de se familiariser avec notre environnement de travail.

### 2.2.1.2 Moyen d'atteindre notre objectif à long terme

Chaque année, au mois de janvier, nous menons des consultations auprès de nos partenaires, lesquelles sont suivies d'une consultation intermédiaire à l'été. C'est à l'occasion de ces deux activités que les ministères partenaires et les organismes cooccupants présentent leurs projets annuels de représentation à l'étranger.

Le Comité sur la représentation à l'étranger (CORA) se réunit le troisième mercredi de chaque mois et se compose d'employés ministériels des ressources humaines, de l'administration du secteur, des ressources matérielles, de la TI et des services communs. Les membres du Comité s'échangent également des courriers électroniques à intervalles réguliers. Le CORA donne des conseils et formule des recommandations au Comité exécutif sur la création, la reclassement et la suppression de postes à l'étranger. Son mandat est énoncé dans le Cadre de planification et de gestion du changement dans les missions à l'étranger (<http://bp.dfaic.maei.gc.ca/smd/cora-fr.asp>).

La prestation des services communs dans les missions à l'étranger incombe à la section de la gestion de la mission. Toutefois, certaines missions de petites tailles reçoivent des services communs d'une autre mission. On parle alors de missions centrales et de missions satellites; en effet, une ou plusieurs petites missions de tailles diverses bénéficient du soutien et d'autres formes de services d'un centre régional de plus grande envergure. Les missions satellites sont généralement des bureaux à vocation unique qui sont liés à une mission centrale pour des questions de réduction des coûts, permettant ainsi d'éviter ou de réduire le chevauchement de services administratifs ou autres.

Ministère relève essentiellement d'une direction du Secteur des services ministériels.

La Direction générale des services aux employés recrutés sur place, qui fait partie du Secteur des ressources humaines, élabore des politiques en matière de ressources humaines et offre un soutien opérationnel pour la gestion des employés recrutés sur place (ERP). La Direction générale gère et exécute des services choisis de RH à l'appui des programmes gouvernementaux réalisés à l'étranger, y compris la dotation en personnel, la classification, la rémunération, les pensions, les assurances et les relations de travail, particulièrement en ce qui concerne l'interprétation et la surveillance des règlements régissant les ERP, l'élaboration et le maintien du plan de classification des postes des ERP, la détermination et l'approvisionnement de la rémunération des ERP (salaire et avantages sociaux) et l'administration du régime de pension des employés du gouvernement du Canada recrutés sur place à l'extérieur du Canada. Le Secteur des ressources humaines offre également des services de consultation à tout le personnel, aux employés canadiens, aux ERP et à leurs personnes à charge, et prépare et facilite la réinstallation des employés et de leurs personnes à charge grâce à divers programmes de formation, d'orientation et d'administration.

Les deux secteurs géographiques —Amérique du Nord et Relations bilatérales (le reste du monde) — gèrent et coordonnent les relations du Canada dans les différentes régions géographiques du monde, et fournissent des ressources et des directives aux missions du Canada sur tous les aspects de la politique étrangère et des services consulaires. Les secteurs géographiques veillent à ce que les missions, dans le cadre de leur travail, fournissent des services communs conformément aux règles, règlements et lois applicables du gouvernement fédéral (p. ex. la *Loi sur la gestion des finances publiques*).

#### Résultats escomptés

Les services communs fournis par l'administration centrale et les missions aux programmes gouvernementaux



Ambassade du Canada, Berlin

## 2.2 Objectif stratégique 2 : Servir le gouvernement à l'étranger

Les missions du Canada à l'étranger dispensent des services rentables et efficaces, y compris en matière d'infrastructure, afin que le gouvernement puisse mettre ses programmes en œuvre dans un environnement sûr. Cet objectif stratégique comprend les activités suivantes :

- Services communs et infrastructure (Soutien de l'administration centrale);
- Services communs et infrastructure (Missions à l'étranger).

### 2.2.1 Services communs et infrastructure (Soutien de l'administration centrale) et Services communs et infrastructure (Missions à l'étranger)

#### 2.2.1.1 Notre mandat relatif à l'activité de programme

Le Ministère a reçu le mandat de fournir des services communs et des services d'infrastructure de qualité et de bon rapport coût-efficacité aux ministères et organismes fédéraux qui exercent des activités à l'extérieur du Canada, en collaboration avec eux. Le Canada entretient des relations diplomatiques avec environ 162 des 193 États indépendants de la planète, et compte près de 300 points de service (ambassades, hauts-commissariats, consulats généraux, consulats, consulats dirigés par un consul honoraire, missions permanentes et autres bureaux). La représentation du Canada à l'étranger est maintenant assurée par 20 ministères et organismes fédéraux et trois provinces, qui poursuivent tous des politiques et mettent en œuvre des programmes qui font progresser les intérêts du Canada. Parmi les principaux

ministères et organismes, mentionnons CIC, l'ACDI, le MDN et la GRC. D'autres organismes exercent des activités à partir de diverses missions à l'étranger (on les appelle des cooccupants), il s'agit entre autres de l'Exportation et développement Canada (EDC) et des gouvernements provinciaux de l'Alberta, du Québec et de l'Ontario. En outre, les missions du Canada à l'étranger offrent leur soutien, selon le principe de la récupération des coûts, à des cooccupants internationaux (actuellement l'Australie et Israël), lorsque des ententes de service précises ont été négociées.

Une approche concertée et pangouvernementale est essentielle à la prestation des services communs. Elle permet non seulement de garantir que les bons mécanismes sont en place pour permettre au Ministère et à ses partenaires de mettre en œuvre leurs programmes à l'étranger, mais encore elle favorise l'établissement de forums et de cadres consultatifs ouverts, donnant lieu à des discussions fructueuses sur la politique des services communs. Cela implique la gestion quotidienne des besoins des partenaires en matière de services communs, l'élaboration de la politique des services communs, l'élaboration et la mise en œuvre d'un protocole d'entente générale et de normes de service pour les programmes du Ministère et de ses partenaires. Le Ministère coordonne également des consultations pangouvernementales annuelles sur la représentation à l'étranger.

Le Ministère a le mandat de fournir des ressources matérielles aux programmes du gouvernement du Canada à l'étranger, notamment des locaux de cancel-lerie et de résidence officielle, des services de gestion des biens, des services d'entretien des biens, des services de matériel, et des conseils et des politiques ayant trait aux biens et au matériel. Il fournit également une infra-structure globale commune et solide de technologie de l'information (TI) et des services de soutien connexes qui répondent aux besoins du MABCI (*Affaires étrangères*) et des autres programmes du gouvernement du Canada à l'étranger, de façon durable et rentable. En outre, le Ministère dirige et surveille les fonctions financières, les fonctions de planification et de rémunération et la prestation des services connexes pour le Ministère dans son ensemble, ainsi que pour

Il convient de signaler que dans l'AAP du Ministère, Services communs et infrastructure (Soutien de l'administration centrale) et Services communs et infrastructure (Missions à l'étranger) constituent des activités de programme distinctes. Toutefois, puisque dans l'ensemble ces activités de programme sont complémentaires aux fonctions de services communs du Ministère, elles ont été regroupées aux fins de présentation.

nos partenaires de la région que nous tenions à les aider à y faire face (<http://www.international.gc.ca/asial/tsunami/tsunami-fr.asp>).

### 2.1.3.2.5 Surveillance du rendement

#### Communication avec les Canadiens

La communication avec le public tant au Canada qu'à l'étranger est l'une des activités les plus importantes du Ministère. Les chefs de mission et d'autres membres du personnel ont eu souvent des activités de communication au Canada et dans leurs pays d'accréditation. En octobre 2004, par exemple, presque tous les chefs de mission canadiens en poste dans l'Asie-Pacifique sont rentrés au Canada pour une importante conférence consacrée aux enjeux de l'Asie-Pacifique qui s'est tenue sous les auspices de la Fondation Asie-Pacifique du Canada. Après la conférence, les chefs de mission se sont rendus dans l'ensemble du pays pour rencontrer des universitaires, des étudiants, des hommes et femmes d'affaires, des collèges des provinces et des groupes communautaires. En outre, un grand nombre de directions générales géographiques et de missions ont renforcé leur présence sur le site Web du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*), présentant des données et des profils actualisés, des conseils aux voyageurs et des renseignements détaillés sur les priorités et les activités.

#### Visites de haut niveau

Le premier ministre et beaucoup de membres du Cabinet ont fait de nombreuses visites de haut niveau dans divers pays, dont la Chine, le Japon, l'Inde, la Russie, la France, le Soudan, le Brésil, Israël, la Jordanie, la Syrie et Haïti. Ces visites ont permis de promouvoir des initiatives importantes et d'intégrer les efforts dans de nombreux domaines.

#### Signature d'accords bilatéraux

Des accords bilatéraux importants ont été signés ou mis en application avec divers pays, dont la Russie, le Japon, la Chine, l'Inde, l'UE, le Brésil et l'Afrique du Sud. Ces accords sont l'aboutissement de longs mois

d'entretiens et de négociations et seront un fondement essentiel à la poursuite des efforts bilatéraux dans des domaines clés qui sont importants pour le Canada.

### 2.1.3.2.6 Analyse des réalisations et leçons apprises

Dans le cadre du repositionnement stratégique du Ministère, le Secteur regroupé des relations bilatérales a été mis sur pied. La réorganisation visait à accroître la force opérationnelle et à assurer la souplesse voulue pour réagir efficacement à des crises à court terme et à des imprévus et respecter les priorités de long terme. Il était impossible de prévoir la portée de cette réorganisation au moment de la rédaction du RPP de 2004-2005 RPP. Cette restructuration garantira des capacités renforcées mais, à court terme, il a été difficile d'implanter les changements tout en répondant à toutes les autres demandes.

Des imprévus comme le tsunami de l'Océan Indien et l'ouragan Juan, ainsi que des crises politiques qui éclatent ou perdurent, par exemple à Haïti et au Darfour (Soudan), montrent bien que le Ministère doit :

- être clairvoyant et prévoir les défis qui se traduiront par des exigences sur les plans de la capacité d'élaboration des politiques et des ressources humaines et financières;
- être encore plus en mesure de réaménager ses ressources en temps de crise et lorsque des exigences qui changent rapidement découlent d'un contexte instable et politiquement incertain. Notre capacité de veiller à ce que les intérêts du Canada soient toujours servis dans ce contexte dépendra de l'amélioration de notre rendement sur ce plan.

2004. Il a notamment fourni des services consulaires d'urgence, par exemple pour l'évacuation des citoyens canadiens présents à la Grenade et dans les îles Cayman, et déployé une équipe consulaire dans les îles Cayman. Il a collaboré étroitement avec l'ACDI pour assurer l'acheminement rapide d'un important volume de fournitures d'urgence à la Grenade, et il a joué un rôle dans la nomination d'un conseiller spécial pour la Grenade, fournissant le soutien nécessaire. De la sorte, le Ministère a non seulement fait en sorte que le Canada bénéficie d'une grande visibilité dans la région, mais aussi contribué à la participation de la diaspora antillaise à l'effort de reconstruction.

Le 29 septembre 2004, 44 demandeurs d'asile nord-coréens ont franchi le mur de l'ambassade du Canada à Beijing. Leur but ultime était qu'on les autorise à se rendre en Corée du Sud. Allant bien au-delà de ce que son devoir exigeait, le personnel de l'ambassade a veillé à la protection et à la sécurité de ces hommes, femmes et enfants et s'est occupé d'eux. Pendant plus de 80 jours, des négociations difficiles se sont poursuivies entre les représentants de l'ambassade et le gouvernement chinois, qui avait pour position qu'il fallait renvoyer tous les demandeurs d'asile en Corée du Nord. En fin de compte, les négociateurs canadiens ont eu gain de cause, et ces 44 personnes ont été autorisées à se rendre en Corée du Sud en passant par un pays tiers.

Le 26 décembre 2004, un tsunami a frappé de nombreux pays en Asie du Sud, en Asie du Sud-Est et en Afrique, emportant dans la mort 220 000 personnes de 11 pays. Le jour même, le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) a mis sur pied un groupe de travail interministériel. Les missions du Canada dans la région touchée ont réagi immédiatement, annulant les congés de tous les membres disponibles du personnel. La priorité des missions était d'offrir des services consulaires aux Canadiens présents dans la région. Toutefois, toutes les missions ont également beaucoup participé aux secours humanitaires sur le terrain. Trois bureaux temporaires ont été ouverts et 53 employés temporaires ont été détachés d'autres missions et de l'administration centrale vers les missions de la région touchée. Lorsque le premier ministre Martin s'est rendu en Asie, en 2005, il a ajouté à son itinéraire deux pays frappés par le tsunami, la Thaïlande et le Sri Lanka. Il a pu observer directement les conséquences du drame, et cela a aidé à montrer aux Canadiens et à

bilatérales ont pris la tête. Elle vise à établir un juste équilibre entre des priorités claires et les ressources disponibles pour les respecter. Elle est à la fois un processus formel (visant à trouver de nouvelles façons de procéder et d'organiser le Ministère afin de définir les priorités et de les observer) et un processus informel (une façon d'envisager ce que les fonctionnaires font et pour qui). Elle aide les fonctionnaires des missions et de l'administration centrale à gérer les priorités par l'élaboration de lignes directrices pour corriger les problèmes récurrents (messages, accords sur les rapports), par des activités visant à améliorer l'efficacité en milieu de travail (ateliers, groupes de réflexion sur la rétroaction vers les échelons supérieurs, plans d'apprentissage personnalisés et unité de services communs, rôle de champion de l'équipe administrative A5, salon de l'accueil, essais dans deux missions d'ateliers d'excellence de l'Institut national de la qualité, communications de l'administration centrale) et par la définition des pratiques exemplaires et leur diffusion auprès de tout le personnel au moyen d'un site intranet (<http://bp.dfaft-maeci.gc.ca/e3/menu-f.asp>).

## Autres réalisations

Voici d'importantes réalisations ministérielles qui méritent d'être signalées, même si elles ne cadrent pas avec les priorités définies.

L'ambassade du Canada à Athènes a assuré un service à la clientèle exemplaire aux Canadiens avant, pendant et après les Jeux olympiques d'été de 2004. L'ambassade a joué le rôle de coordonnateur central de la présence canadienne, qui se composait de plus de 500 athlètes, de 500 représentants des médias, d'environ 20 000 spectateurs, d'artistes et d'interprètes, d'entrepreneurs canadiens, d'artistes et d'interprètes, d'entreprises canadiennes participant à l'événement ou cherchant à faire des affaires, du premier ministre de la Colombie-Britannique et de nombreux ministres fédéraux et provinciaux, de députés de la Chambre des communes et d'assemblées législatives et de maires.

## Renforcement des capacités en matière de politique et d'intervention en cas de crise

Le Ministère a joué le rôle central dans la coordination de l'intervention du gouvernement du Canada lors de l'ouragan Juan, qui a frappé les Antilles en septembre

Le Groupe de travail sur les relations avec les communautés musulmanes réunit un certain nombre de directions du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) qui s'inscrivent au renforcement des contacts du Canada avec les communautés musulmanes tant au Canada qu'à l'étranger. Entre autres activités, ce groupe a joué un rôle de premier plan dans la réponse du Ministère à l'étude que le Comité permanent des affaires étrangères et du commerce international a consacrée aux relations du Canada avec les pays du monde musulman. La réponse a été déposée à la Chambre des communes en mars 2005 ([http://www.parl.gc.ca/infocom/doc/Document/38/1/paribus/combus/house/reports/FAAE\\_Rp01/05-hon-f.htm](http://www.parl.gc.ca/infocom/doc/Document/38/1/paribus/combus/house/reports/FAAE_Rp01/05-hon-f.htm)).

Le Canada a appuyé activement la résolution annuelle sur la République populaire démocratique de Corée à l'UNCHR et présenté plusieurs propositions de libellé afin d'en renforcer la teneur et d'en étendre la portée, notamment au sujet des demandeurs d'asile nord-coréens.

**Meilleure connaissance du Canada et de ses valeurs sur la scène internationale** (priorité liée à une autre qui relève de la Politique stratégique)

Les manifestations qui ont marqué le 40<sup>e</sup> Anniversaire des premiers établissements français en Amérique du Nord ont donné une image moderne du Canada et beaucoup accru sa visibilité auprès d'un partenaire important du G8 (<http://www.canada-2004.org>). Des sondages menés avant et après Canada-France 1604-2004 ont révélé une nette amélioration de la perception du Canada, car celui-ci a conforté sa position comme le pays étranger le plus populaire auprès des Français, surpassant tous les autres pays, y compris les pays membres de l'UE. Le sondage a aussi révélé que 89 % d'entre eux croyaient que le Canada était un pays moderne; la majorité des leaders d'opinion entendent parler davantage du Canada et se font aujourd'hui une image plus nette de ce pays; 25 % des dirigeants d'entreprise manifestent de l'intérêt pour des investissements au Canada.

**Des innovations plus importantes dans toutes les activités du Ministère**

L'initiative e<sup>+</sup> (équilibre, efficacité, excellence) est un effort de changement pluriannuel dont les directions générales asiatiques du Secteur des relations

irakien, avec la collaboration d'autres organismes chargés des élections. Le Canada a appuyé cette mission par une contribution de 7 millions de dollars, qui a été considérée comme une contribution majeure à la transition politique de l'Iraq. Une importante population de la diaspora irakienne pouvait participer au vote depuis l'étranger, mais il n'existait aucun cadre d'observation de ce scrutin. Elections Canada a demandé le concours des ambassades du Canada en Turquie, en Syrie, en Iran, en Jordanie, au Danemark, en Allemagne et aux Pays-Bas. Après une évaluation attentive des questions de sécurité, les représentants canadiens ont observé l'inscription des électeurs et le scrutin dans plusieurs de ces centres, et ils ont produit des évaluations complètes qui ont servi à la rédaction du rapport final d'Elections Canada. Nous cherchons des moyens d'assurer une aide dans d'autres secteurs liés à la gouvernance, y compris la rédaction de la nouvelle constitution.

Le Canada n'a toujours pas obtenu d'enquête sérieuse en Iran sur la mort de la photojournaliste canadienne Zahra Kazemi, qui a été tuée dans une prison iranienne en 2003. Le Canada déplore l'incapacité de l'Iran de traduire les meurtriers devant les tribunaux, malgré les efforts vigoureux que le Ministère a déployés, notamment des interventions bilatérales à tous les niveaux, des consultations auprès de pays d'opinion commune et leur appui, et les résolutions et déclarations du réseau des droits de l'homme de l'ONU condamnant le comportement général de l'Iran en matière de droits de la personne. Le ministre Pettigrew a récemment annoncé de nouvelles restrictions dans les relations entre le Canada et l'Iran pour manifester le mécontentement du Canada et exiger de nouveau la coopération de l'Iran pour retracer les circonstances qui ont mené à cette issue tragique et le rapatriement du corps de M<sup>me</sup> Kazemi au Canada, conformément aux vœux de son fils.

Le conflit qui a sévi de 1997 à 2002 entre le Congo (RDC) et la région des Grands Lacs a provoqué une crise humanitaire colossale (environ 3,5 millions de morts). Le Canada a appuyé des mesures cruciales pour consolider la paix dans cette région toujours fragile. La déclaration de Dar-es-Salaam, en novembre 2004, a été la première occasion où les 11 chefs de gouvernement parties au conflit s'entendaient sur une conception commune et à long terme de la paix, de la sécurité et du développement dans la région ([http://w01.international.gc.ca/minipub/Publication.asp?Language=Fr&publication\\_id=381814&docnumb=138](http://w01.international.gc.ca/minipub/Publication.asp?Language=Fr&publication_id=381814&docnumb=138)).

engagement à long terme, le Canada contribue au renforcement du processus démocratique, au rétablissement de la paix et de la sécurité et à l'amélioration des conditions de vie de la population haïtienne.

Le Ministère a joué un rôle clé dans les efforts fructueux de réforme de l'OEA pour améliorer l'efficacité de ses interventions dans les crises (p. ex. à Haïti et en Équateur) et lui permettre de mieux tenir compte des priorités du Canada, notamment en ce qui concerne la démocratie et la sécurité humaine. Le Ministère a aussi réussi à accroître la présence canadienne dans le personnel de l'Organisation, et il a travaillé sans relâche pour encourager une participation positive de la Communauté des Caraïbes (CARICOM) à la reconstruction d'institutions démocratiques à Haïti. On a redoublé d'efforts pour surmonter la vive résistance de certains membres de CARICOM à l'égard du gouvernement provisoire d'Haïti.

Les activités du Canada à l'appui de la démocratie en Ukraine ont aidé à jeter les bases de changements démocratiques majeurs et de la « révolution orange ». L'ambassadeur du Canada à Kiev a dirigé un groupe de 28 autres ambassadeurs qui ont observé le déroulement de l'élection présidentielle et exercé des pressions pour qu'elle soit libre et juste, dans le respect des normes internationales. Le Canada a également dépêché quelque 500 observateurs des élections pour surveiller le deuxième tour de scrutin et veiller à ce que la volonté des Ukrainiens soit respectée.

Le Canada a collaboré avec des protagonistes clés de l'UE, de l'OTAN et des États-Unis pour améliorer la coopération avec le Tribunal pénal international des Nations Unies pour l'ex-Yougoslavie. Ce travail s'est fait dans un cadre multilatéral et bilatéral, au moyen de pressions soutenues et coordonnées exercées par les missions du Canada dans les Balkans et à l'administration centrale. Il y a eu une augmentation marquée du nombre d'inculpés envoyés à La Haye depuis la Bosnie-Herzégovine et la Serbie-et-Monténégro, et la coopération de la Croatie s'est améliorée, bien que les efforts doivent se poursuivre.

Le personnel de plusieurs ambassades canadiennes a observé, le 30 janvier 2005, les efforts de participation au scrutin à l'extérieur du pays pour les premières élections irakiennes. Malgré la brièveté du préavis, Elections Canada a préparé une évaluation d'experts du scrutin

le Canada a s'affirmer et à exercer une influence dans d'importants dossiers internationaux de paix et de sécurité. La coordination 3D s'est parfois avérée difficile, notamment en raison d'autres priorités ministérielles et de la longueur des processus de consultation. Notre présence diplomatique a facilité les progrès dans un certain nombre de dossiers, tel le lancement du processus bientôt achevé d'entreposage des armes lourdes en Afghanistan. En outre, le Ministère a joué un rôle important pour appuyer la tenue d'élections libres et justes, et on a joué son approche du développement de l'Afghanistan, qui a consisté à soutenir les programmes de reconstruction nationale et les priorités choisies par les Afghans. Le plus important, c'est que les efforts du Canada – ainsi que de ses alliés – ont contribué de façon significative à la transition de l'Afghanistan vers la démocratie, la stabilité et l'autosuffisance (<http://www.canada-afghanistan.gc.ca/menu-fr.asp>).

Le Canada et le Japon ont réaffirmé leur détermination à continuer de travailler de concert en vue de soutenir les efforts internationaux pour parvenir à une plus grande sécurité dans le monde, et ils ont cerné de nouveaux domaines de collaboration face aux défis qui ont surgi après les attentats du 11 septembre, comme il est précisé dans le Programme Canada-Japon 2005 de coopération en matière de paix et de sécurité ([http://www.dfait-maeci.gc.ca/asia/japan/2005\\_Peace\\_Security\\_Agenda-fr.asp](http://www.dfait-maeci.gc.ca/asia/japan/2005_Peace_Security_Agenda-fr.asp)).

Le Canada a assumé un rôle de premier plan dans les efforts internationaux visant à rétablir la sécurité et la stabilité à Haïti et à soutenir des efforts à plus long terme de réforme et de reconstruction. En 2004, le Canada a quadruplé son aide à ce pays. Elle est passée de 23 à plus de 90 millions de dollars (élément d'un engagement de 183 millions de dollars sur 18 mois), ce qui fait d'Haïti le plus important bénéficiaire de notre aide dans les Amériques et place le Canada au deuxième rang mondial des donateurs bilatéraux d'Haïti. Le Canada consent une contribution majeure à la police civile pour la mission de stabilisation de l'ONU et dirige les forces de police civile de la Mission des Nations Unies pour la stabilisation à Haïti (MINUSTAH). Cette participation fait suite à une importante contribution faite en août 2004, soit un effectif de 550 militaires des Forces canadiennes à la Force multinationale intérimaire mandatée par les Nations Unies, laquelle a facilité la transition à la MINUSTAH. Par cet

Colombie-Britannique, pour souligner la présence du Canada, sur le plan de la sécurité, dans l'Asie-Pacifique. En outre, la première réunion avec les hauts fonctionnaires chargés des questions économiques dans le cadre de l'ANASE et une réunion semblable destinée au secteur privé, le forum d'affaires ANASE-Canada, ont eu lieu à Toronto au début de mai 2005. Cette conjonction d'une réunion de hauts fonctionnaires pour discuter de stratégies en matière d'économie, de commerce et d'investissement et d'un forum du secteur privé qui a suscité une participation de haut niveau des milieux des universités et des affaires a fait ressortir les progrès économiques impressionnants qui s'accomplissent en Asie du Sud-Est (<http://www.international.gc.ca/jakarta/canadaasean21-fr.asp>). Pendant les visites du premier ministre, d'autres visites ministérielles et de haut niveau, et bien d'autres rencontres, le Secteur et ses missions ont cherché à promouvoir l'initiative canadienne de réunion du G20 pour discuter de questions d'intérêt mondial comme le terrorisme, le développement et la santé publique à l'échelle de la planète.

### Promotion efficace de l'intérêt du Canada dans le monde et pour la sécurité humaine, afin de mieux appuyer les droits de la personne, la démocratie et la bonne gouvernance

Le Canada a fait avancer son dialogue politique avec la Russie au moyen de visites de haut niveau et de consultations sur les questions de sécurité : les deux pays ont publié une déclaration conjointe sur la lutte contre le terrorisme (<http://www.pm.gc.ca/tra/news.asp?id=282>), la dimension septentrionale de nos relations a été relancée et on a amorcé un dialogue de haut niveau sur les questions stratégiques en matière d'énergie.

La promotion de la sécurité mondiale, la sécurité humaine et la bonne gouvernance sont des priorités centrales pour le Ministère. Le Canada a contribué aux efforts internationaux visant à renforcer le respect des droits de la personne et du droit humanitaire international en Colombie. Il a présidé le groupe de 24 pays donateurs de janvier à juin 2005 et s'est beaucoup occupé de coordonner l'apport international à la Déclaration de Cartagena, en février 2005, qui appelle toutes les parties à respecter les droits de la personne. Il a également maintenu son engagement actif auprès du Venezuela, participant dans le cadre de l'OEA à l'observation du référendum sur la destitution du

président, en août 2004, pour veiller à ce que le scrutin se déroule conformément aux normes démocratiques internationales. En outre, le Canada a préconisé à plusieurs reprises le recours à des méthodes pacifiques pour concilier les divergences politiques internes au Venezuela et à Haïti.

Les parties à la guerre civile qui déchire le sud du Soudan depuis longtemps ont signé un accord de paix le 9 janvier 2005. Au fil des ans, le Canada et la communauté internationale ont fourni une aide financière et diplomatique dans le cadre du processus de négociation de l'Autorité intergouvernementale pour le développement et des activités de consolidation de la paix visant à mettre un terme au conflit et à de graves violations de la sécurité humaine (<http://www.international.gc.ca/africa/sudan-canada-fr.asp>). En outre, le Canada a agi énergiquement pour résorber la grave crise humanitaire qui sévit au Darfour en raison du conflit entre le gouvernement soudanais et les groupes rebelles. Le Canada a mis l'accent sur la protection et l'aide à donner aux civils et les efforts visant à mettre fin au conflit en fournissant un appui :

- à la mission de l'UA au Soudan qui vise à observer et à faire respecter le cessez-le-feu en accordant une aide militaire et technique de 170 millions de dollars, ce qui englobe l'élargissement d'une aide initiale essentielle de 20 millions de dollars pour le transport par hélicoptère;
- à l'assistance humanitaire, par une contribution de 28 millions de dollars;
- aux pourparlers de paix d'Abudja (Nigeria), sous l'égide de l'UA, où ont été signés d'importants accords sur la sécurité et l'accès pour les secours humanitaires;
- à la CPI, pour faciliter les enquêtes sur les crimes de guerre et les crimes contre l'humanité. En mai 2005, le premier ministre a mis sur pied une équipe consultative spéciale pour le Darfour dirigée par l'ambassadeur Robert Fowler et composée par les sénateurs Roméo Dallaire et Mobina Jaffer.

Le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*), s'alliant à ses partenaires de l'ACDI et du MDN, a assuré l'effort 3D (défense, développement et diplomatie) du Canada en Afghanistan, ce qui a comporté une contribution de 100 millions de dollars en 2004-2005. Cet effort a aidé

paléstinien souverain, indépendant, viable, démocratique et doté d'un territoire d'un seul tenant vivant dans la paix et la sécurité avec Israël.

## Renforcement d'organisations et d'institutions multilatérales

Le Ministère joue un rôle actif à l'appui de très nombreux engagements multilatéraux. En Iraq, par exemple, le Canada a accepté la responsabilité de présider le Comité des donateurs ([http://www.international.gc.ca/middle\\_east/iraq\\_assistance-fr.asp](http://www.international.gc.ca/middle_east/iraq_assistance-fr.asp)) en février 2005, et il a entrepris de faire augmenter le nombre de donateurs, d'améliorer la coordination entre eux et d'amener les Irakiens à s'approprier davantage le processus afin que les mécanismes multilatéraux fonctionnent mieux. Il a également versé 100 millions de dollars au mécanisme international pour la reconstruction en Iraq, fonds fiduciaire de l'ONU et de la Banque mondiale.

Le Ministère a continué d'offrir un leadership pour que soient honorés les engagements que le Canada a pris à l'égard des plans d'action pour donner suite au Sommet des Amériques de 2001, à Québec, et du Sommet spécial qui a eu lieu à Monterrey, en 2004. Les plans portent principalement sur les questions de gouvernance et de prospérité économique dans les Amériques. Le Ministère a assuré un renforcement de l'application de la Charte démocratique interaméricaine et de la lutte contre la corruption, engagements clés des Sommits. Il a aussi dirigé les préparatifs inter-ministériels du Quatrième Sommet des Amériques, qui aura lieu en Argentine, en novembre 2005.

Le Canada a réalisé des percées importantes en vue d'établir des relations sérieuses et de grande ampleur avec l'ANASE. La Direction générale a donné suite avec succès à tous les engagements pris au cours de la Conférence postministérielle de l'ANASE, en juillet 2004, par le ministre des Affaires étrangères d'alors, Bill Graham. Il y a eu notamment une très fructueuse réunion de hauts représentants du Canada et de l'ANASE, réunion dont le Canada a été l'hôte en avril 2005 et à laquelle le secrétaire général de l'organisation a assisté. Au programme de la réunion, il y a eu notre première séance de réflexion de haut niveau avec des cadres supérieurs de l'ANASE, favorisant des échanges très francs et productifs sur des enjeux clés d'intérêt mutuel, ainsi qu'une visite de la base des Forces maritimes du Pacifique, à Esquimalt, en

contacts avec les ministères partenaires, les provinces, les associations des affaires, les universitaires et les leaders d'opinion au Canada et dans toutes les régions. Ainsi, pour mieux gérer les relations du Canada avec le Royaume-Uni dans une optique pangouvernementale, le Ministère a réuni 30 ministères partenaires et organismes pour que tous s'entendent sur des objectifs communs et pour établir un Groupe central interministériel permanent. Les réseaux comme celui-là fonctionnent en collaboration, et toutes les parties mettent en commun des renseignements de qualité et des opinions.

Le Fonds de recherches et de conférences de l'Asie-Pacifique (FRC) a fourni un soutien financier à des universitaires dont les projets renforcent les liens du Canada et enrichissent le savoir des Canadiens sur l'Asie-Pacifique. En 2004-2005, le FRC a appuyé 33 projets (pour un total de 881 000 \$). Les projets portent sur des recherches ou des conférences dans divers domaines, dont la paix et la sécurité, la gouvernance et le développement économique (<http://www.international.gc.ca/asia/public/rcf-fr.asp>).

Le Canada a fait avancer ses négociations sur un accord cadre sur la mobilité des jeunes avec plusieurs pays membres de l'UE et conclu ces négociations avec quatre d'entre eux. Environ 18 000 jeunes Canadiens et Européens ont traversé l'Atlantique en 2004 grâce aux programmes de mobilité des jeunes.

Le processus de paix au Moyen-Orient est une question politiquement complexe et délicate. Au cours de l'année écoulée, les représentants de divers ministères ont fait de nombreuses visites dans la région, tandis que le premier ministre a continué de s'intéresser personnellement à la question. Cela veut dire que les fonctionnaires du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) ont dû répondre fréquemment aux demandes d'autres ministères et du BCP qui voulaient obtenir des recommandations en matière de politique et des conseils. Des parlementaires, des universitaires, des journalistes, des ONG et d'autres ont demandé régulièrement des séances d'information. Bien que les opinions soient tranchées dans tous ces dossiers, les interlocuteurs ont su apprécier la cohérence de l'approche du Ministère, qui met l'accent sur un engagement de longue date à obtenir une paix globale, juste et durable au Moyen-Orient et la création d'un Etat

surtout dans les services de police. Vingt policiers canadiens ont travaillé au centre multinational de formation, en Jordanie, pour offrir une formation de base aux recrues irakiennes. Une succession d'officiers supérieurs de police canadiens ont également été affectés à Bagdad, où ils ont conseillé le nouveau ministère de l'Intérieur au sujet des pratiques moderne de police. Au Sommet de l'OTAN, en février, le premier ministre a annoncé une aide supplémentaire pour la formation des forces armées irakiennes.

Le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) dirige le processus interministériel qui vise à rétablir une ambassade canadienne à Bagdad pour la première fois depuis 1991. Travaillant avec d'autres ministères et organismes intéressés, dont l'ACDI, le ministère du Commerce international et le MDN, nous avons trouvé un endroit qui convient, dans la zone internationale, là où il est le plus facile de gérer les risques pour la sécurité. Nous avons désigné l'ambassadeur du Canada en Jordanie à titre d'ambassadeur non résident en Iraq.

Le Canada a également montré qu'il tenait à appuyer le processus de paix au Moyen-Orient et les efforts déployés par les parties pour satisfaire à leurs obligations réciproques aux termes de la feuille de route par un engagement diplomatique et financier. Nous avons lancé une initiative qui vise à favoriser les solutions justes, constructives et pragmatiques de l'ONU au Moyen-Orient, conformément aux obligations de la feuille de route et aux déclarations du Quartet, ce qui a entraîné certains changements dans les votes du Canada. Le Ministère a contribué à l'appui significatif que le Canada a accordé pour l'élection présidentielle de l'Autorité palestinienne : aide à l'inscription des électeurs palestiniens, déploiement d'observateurs des élections et assistance technique. La visite du ministre Petürew en Jordanie, en Israël, en Cisjordanie et à Gaza, au Liban et en Syrie, en février 2005, a permis de rencontrer des dirigeants de la région au plus haut niveau à un moment où se présentaient de nouvelles chances pour la paix. En outre, le Canada a conservé son rôle de premier plan dans le dossier des réfugiés palestiniens à titre de président du Groupe de travail multilatéral sur les réfugiés.

Par des mécanismes divers, le Ministère a cherché à intégrer les politiques étrangères et intérieure. En 2004-2005, il a étendu encore davantage son vaste réseau de

technologie et faire progresser la commercialisation de la recherche.

Le Ministère a continué de témoigner de son engagement actif en Afrique. Au cours de l'année de pré-paratifs qui a mené au Sommet du G8 à Gleneagles, en juillet 2005, le Canada a respecté un engagement du discours du Trône : maintenir l'Afrique au sommet du programme international et renforcer les appuis pour le NEPAD, plan d'initiative africaine visant à mettre un terme à la marginalisation sociale et économique du continent. Le rapport national produit par le Canada en juin 2005 au sujet des progrès accomplis décrit comment notre pays a appliqué le Plan d'action du G8 pour l'Afrique et d'autres initiatives liées à l'Afrique, par rapport à un grand nombre de ses objectifs (<http://www.gc.ca/aap-national-report-2005-fr.asp>). Dans le budget de février 2005, le Canada s'est engagé à doubler l'aide à l'Afrique d'ici 2008-2009 (par rapport aux niveaux de 2003-2004) et à fournir un financement nettement supérieur pour les vaccins et l'immunisation, le Fonds mondial de lutte contre le VIH/sida, la tuberculose et le paludisme, l'éradication de la polio et les initiatives visant l'endettement, la paix et la sécurité.

Des consultations bilatérales entre le Canada et l'Afrique du Sud (mai 2005) ont renforcé les relations du Canada avec son principal partenaire économique en Afrique subsaharienne. Les consultations se sont traduites par des progrès vers la conclusion d'un traité bilatéral de coopération au développement. Elles ont prévu également un accord sur la réalisation d'une étude sur la coopération en soutien de la paix, l'intégration de discussions commerciales aux consultations, la réalisation de projets dans les domaines artistique et culturel, l'étude de possibilités de coopération en matière de santé et d'engagements à reprendre les entretiens sur la protection des investissements ainsi que les services de transport aérien.

Les deux questions prioritaires au Moyen-Orient et en Afrique du Nord sur lesquelles des progrès ont été accomplis en 2004-2005 ont été la gestion des efforts du Canada à l'appui de la reconstruction en Iraq et le processus de paix au Moyen-Orient. En Iraq, notre engagement repose sur la conviction qu'un Iraq stable, sûr et prospère est dans l'intérêt de tous. Sur le plan bilatéral, nous nous sommes efforcés de renforcer la capacité irakienne dans le secteur de la sécurité,

novembre, le ministre du Commerce international, Jim Peterson, a dirigé dans ce pays une délégation commerciale canadienne afin d'étudier les possibilités et les perspectives de renforcement des échanges commerciaux.

Le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) a remporté un certain succès dans sa stratégie visant à établir avec le Brésil des relations équilibrées, privilégiées et complexes : visite du premier ministre dans ce pays en novembre 2004, changement de ton dans nos relations bilatérales globales, soutien du Brésil à la proposition canadienne du L20 et coopération continue à Haïti. Il reste d'autres défis à relever : affirmer une présence plus forte du Canada au Brésil et obtenir des Brésiliens un plus grand engagement ainsi qu'une plus grande transparence et des paramètres plus précis en ce qui concerne le financement des avions régionaux par les deux gouvernements.

En janvier 2005, le premier ministre Martin s'est rendu dans plusieurs pays d'Asie. Des objectifs économiques et d'autres priorités du programme intérieur étaient au centre de ce voyage. Au Japon, les dirigeants ont convenu de s'attacher à des priorités économiques stratégiques et aux nouvelles occasions qui surgissent grâce à un Cadre économique innovateur Canada-Japon. En Chine, les dirigeants se sont entendus sur le cadre des activités d'un Groupe de travail stratégique, cadre qui servira de structure à notre engagement bilatéral avec la Chine. Le Canada a obtenu l'accord de la Chine pour que lui soit accordé le « statut de destination approuvée » (les négociations sur la mise en œuvre sont en cours) et pour qu'on négocie un Accord sur la promotion et la protection des investissements étrangers (APIE). Un accord culturel bilatéral a également été signé. En outre, le premier ministre a annoncé l'engagement du Canada au sujet de l'idée de « porte du Pacifique », qui facilitera l'expansion du commerce bilatéral en accroissant les capacités portuaires, ferroviaires et routières de la Colombie-Britannique. En Inde, les dirigeants ont convenu d'appliquer un programme de Partenariat pour la prospérité, qui comprend une nouvelle table ronde réunissant des chefs d'entreprise et la conclusion d'un APIE. Les deux pays ont aussi adopté un accord sur les sciences et la technologie, mécanisme grâce auquel le Canada espère établir des liens plus solides avec l'Inde dans des secteurs clés des sciences et de la

comme des partenaires stratégiques ([http://international.gc.ca/canadaeuropapartnership\\_agenda-fr.asp](http://international.gc.ca/canadaeuropapartnership_agenda-fr.asp)). Ce partenariat a permis au Canada de participer à la mission d'observation des élections en Palestine, dirigée par l'UE, ainsi qu'aux opérations civiles et militaires de gestion des crises dirigées par l'UE en Bosnie-Herzégovine et en République démocratique du Congo. En outre, le Canada a lancé des négociations sur un accord cadre prévoyant la participation du Canada à des opérations de gestion de crise dirigées par l'UE. Nous avons également conclu des négociations avec l'UE sur un Accord sur l'information préalable sur les voyageurs et le dossier du passager (IPV/DP), qui concilie la nécessité d'une sécurité accrue et la protection des droits de la personne.

Des changements dans la dynamique transatlantique ont rendu plus difficiles, pour le Canada, la promotion de ses intérêts et la gestion des relations bilatérales. Les institutions de l'UE et les États membres étaient préoccupés par l'élargissement de l'Union et les questions constitutionnelles ainsi que par les relations avec leurs voisins immédiats et les États-Unis. L'élargissement de l'UE rend la prise de décisions dans la région plus complexe, et il faut par conséquent que le Canada raffine ses stratégies de représentation auprès des institutions de l'UE et des capitales nationales. Étant donné l'influence de l'Europe sur des dossiers qui ont des conséquences pour les intérêts prioritaires du Canada, il sera indispensable de renforcer notre propre influence sur les décideurs européens et d'obtenir des appuis pour les objectifs du Canada.

Reconnaissant dans le Brésil une puissance économique émergente en Amérique latine et au-delà de cette région, le premier ministre Martin s'est rendu dans ce pays en novembre 2004 pour des entretiens bilatéraux. Les dirigeants ont publié une déclaration conjointe soulignant « le renforcement et l'approfondissement des relations qui unissent le Brésil et le Canada » et un partenariat à l'échelle internationale et hémisphérique (<http://www.pm.gc.ca/tra/news.asp?id=333>). La déclaration prévoyait aussi l'établissement d'un mécanisme de consultation politique de haut niveau. Le ministre des Affaires étrangères, Pierre Pettigrew, a rencontré son homologue brésilien en juin 2005, et tous deux ont exprimé leur profond engagement à resserrer les liens politiques entre le Canada et le Brésil. Au même moment que la visite du premier ministre au Brésil, en

sance économique ne se sont pas traduits par des gains réels pour une grande partie de leur population.

Les grands défis et les grandes tendances qui ont influencé le contexte de travail en Asie-Pacifique en 2004-2005 sont : une influence économique mondiale croissante et l'intégration régionale; le poids politique de plus en plus considérable de pays comme la Chine et l'Inde; la présence continue dans la région d'un certain nombre de régimes politiques non démocratiques et les préoccupations qui y sont associées en matière de sécurité; des liens interpersonnels de plus en plus importants avec le Canada. Le Sud et le Sud-Est de l'Asie englobent également la plupart des pays qui ont été gravement touchés par le tsunami de décembre 2004 dans l'océan Indien, qui a rendu nécessaire une aide humanitaire suivie et une aide à plus long terme pour la reconstruction.

La double transition de quatre secteurs régionaux à un seul Secteur des relations bilatérales et d'une à deux organisations a présenté des difficultés de première importance aux directions géographiques et aux missions. Cette restructuration se traduira par un renforcement des capacités mais, à court terme, le défi consiste à apporter les changements tout en satisfaisant à toutes les autres exigences.

#### 2.1.3.2.4 Réalisations en fonction des priorités

### Mise en œuvre du Plan d'action pour l'Afrique du G8 et renforcement des relations bilatérales clés

Travaillant avec des partenaires clés, le Ministère a joué un rôle de premier plan pour faire rayonner le Canada dans le monde de diverses manières. En Europe, par exemple, le Canada a renforcé ses relations avec des partenaires clés et a insisté sur son attachement à une communauté transatlantique dynamique en assurant une forte présence à des manifestations qui ont souligné, en France, le 60<sup>e</sup> anniversaire du jour J et, en Pologne, la libération d'Auschwitz.

Le Programme de partenariat Canada-Union européenne, plan adopté en mars 2004 qui définit les domaines de coopération face aux défis mondiaux, est en voie d'être appliqué avec succès, ce qui montre que le Canada et l'UE se reconnaissent mutuellement

sur la constitution et le rôle de l'Europe dans le monde et enfin les changements démocratiques marqués qui se produisent en Ukraine. L'évolution des relations transatlantiques a eu des conséquences importantes pour le contexte politique mondial ainsi que pour les relations bilatérales du Canada en Europe, dans une année qui a valeur de symbole et a été marquée par le 60<sup>e</sup> anniversaire du jour J et de la libération d'Auschwitz.

En 2001, le NEPAD, plan d'initiative africaine visant à mettre un terme à la marginalisation sociale et économique du continent, a désigné la paix et la sécurité, ainsi que la bonne gouvernance comme des conditions préalables à un développement durable. L'Afrique a accompli de bons progrès, mais elle est en butte à des crises politiques, économiques et sanitaires qui, qualitativement et quantitativement, sont pires que celles de toute autre région : l'Afrique prend 70 % du temps du Conseil de sécurité de l'ONU, et des évaluations récentes des progrès vers les Objectifs du Millénaire pour le développement, qui doivent être atteints d'ici 2015, confirment que seulement une poignée de pays africains sont en voie de les atteindre et que l'Afrique, comme région, a peu de chances de le faire.

Au Moyen-Orient et en Afrique du Nord, des élections réussies en Iraq, en Cisjordanie et à Gaza, en janvier 2005, ainsi que les progrès vers le retrait d'Israël de Gaza et de certaines parties de la Cisjordanie, sont des motifs d'optimisme dans le contexte de ces conflits. Les relations avec l'Iran demeurent tendues; cependant, à cause de préoccupations constantes au sujet du respect des droits de la personne dans ce pays et de ses efforts pour maîtriser le cycle complet du combustible nucléaire.

La région de l'Amérique latine et des Antilles est située aux portes du Canada. Des millions de Canadiens s'y rendent en touristes, et cette région est même leur premier contact avec le monde en développement. Elle bénéficie d'environ 80 milliards de dollars, soit 20 %, de l'IED du Canada. Après de nombreuses années d'un progrès relatif, cette année a présenté de nombreux défis sur bien des fronts. Il y a eu notamment des ouragans dévastateurs, les bouleversements politiques et la violence à Haïti et l'instabilité politique dans plusieurs pays, nourrie en particulier par l'impression que les bienfaits de la mondialisation et de la crois-

et d'économie de l'APÉC et de l'ANASE. Toutes les directions générales géographiques du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) jouent un rôle important pour tenter d'amener divers pays à appuyer les initiatives bilatérales, régionales et multilatérales du Canada liées au L20, à la réforme de l'ONU et à d'autres dossiers.

Le Ministère travaille en étroite collaboration avec des ministères partenaires pour poursuivre des objectifs communs à l'appui des programmes de prospérité, de sécurité et de responsabilité du Canada. Ainsi, par sa Direction générale de la politique économique, il fait la promotion des intérêts économiques et commerciaux du Canada avec la collaboration du ministère du Commerce international et du ministère des Finances. Une contribution importante à cette priorité est le renforcement de la capacité du Ministère de comprendre et d'interpréter les faits économiques. Avec la collaboration du ministère du Commerce international et du ministère des Finances, il prépare des rapports économiques de grande qualité sur toutes les régions du monde. Il collabore encore avec l'ACDI afin d'assurer la gestion et la prestation efficaces des programmes de lutte contre la pauvreté et de paix et de sécurité, ainsi qu'avec CIC et le MDN dans une gamme de dossiers. Tous ces ministères et bien d'autres ont du personnel qui travaille dans les locaux des missions du Canada dans le monde entier.

### 2.1.3.2.3 Notre environnement de travail

Dans le domaine des relations bilatérales, le Ministère doit réagir à de nombreux faits et circonstances dans le monde entier. L'Europe est caractérisée par un contexte politique et économique en rapide mutation, comme en témoignent l'expansion de l'UE, qui compte désormais 25 membres, le débat

guident la gestion de nos relations avec des pays clés. Notons par exemple le Cadre économique Canada-Japon ([http://www.international.gc.ca/asja/japan/2005\\_Launch\\_Econ\\_Framework-fr.asp](http://www.international.gc.ca/asja/japan/2005_Launch_Econ_Framework-fr.asp)), la Déclaration commune de l'Inde et du Canada (<http://www.pm.gc.ca/fr/news.asp?id=391>), la Déclaration d'intention commune du Canada et de l'Afrique du Sud et le mécanisme de consultation politique de haut niveau convenu par le président du Brésil et le premier ministre Martin à l'occasion de leur rencontre de novembre 2004. Enfin, le Ministère et les missions compétentes ont des contacts avec l'UE et les États qui en sont membres pour appliquer le Programme de partenariat Canada-Union européenne ([http://www.international.gc.ca/canada-europa/partnership\\_agenda-fr.asp](http://www.international.gc.ca/canada-europa/partnership_agenda-fr.asp)).

Le Ministère possède également de nombreux mécanismes de consultation pour des pays et des régions clés. Collaborant avec d'autres ministères, des ONG et l'industrie privée, ces organes de consultations permettent un important dialogue entre le Ministère et les parties intéressées. Ces mécanismes comprennent le Groupe de travail stratégique Canada-Chine, Pleins feux sur l'Inde, le Forum Canada-Japon, le groupe de travail interministériel pour le Brésil, les Sommets Canada-UE et les consultations bilatérales avec des représentants d'autres pays.

Le Ministère poursuit également ses objectifs au moyen de tribunes multilatérales. Entre autres initiatives, on remarque la promotion de la réforme des institutions interaméricaines, notamment l'OEA, et l'exercice d'un leadership dans le processus du Sommet des Amériques pour veiller à ce que les intérêts du Canada soient pris en compte dans le programme de l'hémisphère. Il importe de signaler que le travail du Canada sur le programme de l'hémisphère est bien reconnu et prisé par les États-Unis. Le Canada participe également à des organes de décision multilatéraux tout en travaillant avec des pays d'optique commune à promouvoir des priorités partagées à l'ONU et au sein d'autres organisations internationales. Se conformant au discours du Trône d'octobre 2004, le Ministère dirige une approche pangouvernementale pour soutenir le Nouveau Partenariat pour le développement de l'Afrique (NEPAD), démarche qui mènera au Sommet du G8 en 2005 et au-delà. Elle englobe l'application suivie du Plan d'action du G8 pour l'Afrique. Le Ministère appuie également la participation du Canada dans les dossiers de sécurité

## 2.1.3.2 Relations bilatérales – Le monde (à l'exclusion des États-Unis et du Mexique)

Le RPP de 2004-2005 a défini les priorités suivantes pour les Relations bilatérales :

- mise en œuvre du Plan d'action pour l'Afrique/renforcement de relations bilatérales clés;
- renforcement d'organisations et d'institutions multilatérales;
- promotion efficace de l'intérêt du Canada dans le monde et pour la sécurité humaine, afin de mieux appuyer les droits de la personne, la démocratie et la bonne gouvernance;
- meilleure connaissance du Canada et de ses valeurs sur la scène internationale;
- des innovations plus importantes dans toutes les activités du Ministère.

### 2.1.3.2.1 Notre mandat relatif à l'activité de programme

Dans le cadre du repositionnement stratégique du Ministère, un Secteur des relations bilatérales regroupé a vu le jour. Ce nouveau secteur comprend les anciennes directions générales de l'Afrique et du Moyen-Orient, de l'Amérique latine et des Antilles, de l'Asie-Pacifique et de l'Europe. Le but de la réorganisation est d'accroître la force opérationnelle et d'assurer la souplesse voulue pour réagir efficacement aux crises à court terme, aux imprévus et aux priorités à plus long terme.

Le rôle du Ministère à cet égard est de gérer et de coordonner les relations du Canada avec toutes les régions du monde (à l'exception des États-Unis et du Mexique), et de fournir des ressources et des orientations aux missions à l'étranger. Il donne également des conseils en matière de politique au Ministre en s'appuyant sur des analyses de pays et de région, gère certains programmes centraux du Ministère et tous les secteurs d'activités, et il coordonne les initiatives des autres ministères et organismes logés dans les missions à l'étranger. Le Ministère gère 247 points de service, qui peuvent être aussi bien des missions qui offrent toute la gamme des services que des consulats honoraires. La répartition régionale est la suivante : 76 missions en Europe, 54 en Asie-Pacifique, 63 en Afrique et au Moyen-Orient et 54 en Amérique latine et dans les Antilles.

Le rôle des missions consiste à représenter le gouvernement du Canada et à promouvoir les intérêts canadiens dans des pays, des sous-régions et des organisations multilatérales désignées. Les missions jouent un rôle central pour atteindre les objectifs clés du Ministère à l'échelle internationale dans les domaines des politiques commerciales et étrangère, de la diplomatie ouverte, de la défense, de l'immigration et de l'aide au développement. Elles jouent également un rôle de plus en plus important à l'appui des programmes et des activités du Canada à l'échelle nationale, qu'il s'agisse de l'inspection des aliments ou de la santé publique. Les chefs de mission chargés de relations bilatérales, à l'exception de ceux des États-Unis et du Mexique, relèvent du ministre des Affaires étrangères par l'entremise du Secteur des relations bilatérales.

Les communications avec le public tant au Canada qu'à l'étranger sont une activité importante des missions. Les chefs de mission et les autres membres du personnel mènent fréquemment des activités de communication au Canada et dans leurs pays d'accréditation. En outre, chaque direction générale géographique et la plupart des missions du Ministère ont une présence importante sur le site Web du ministre des Affaires étrangères et du Commerce international (*Affaires étrangères*). Elles y fournissent des données sur les pays et les profils de pays, des conseils aux voyageurs et des renseignements détaillés sur les priorités et les activités.

### 2.1.3.2.2 Moyen d'atteindre notre objectif à long terme

Un nouveau processus d'élaboration de stratégies pangouvernementales coordonnées axées sur les différents pays constitue pour le Ministère un mécanisme qui permet une meilleure cohérence dans la coordination de la politique et les consultations auprès des directions générales fonctionnelles et ministères partenaires. De la sorte, le Ministère joue un rôle de leadership renforcé dans l'ensemble du gouvernement. Une nouvelle Direction générale de la stratégie et des services est mise en place pour appuyer ces deux objectifs.

De concert avec les stratégies de pays et un ensemble de politiques du gouvernement du Canada, une série d'accords bilatéraux et multilatéraux et de déclarations

planification entre les missions, les autres ministères et les gouvernements provinciaux.

### 2.1.3.1.6 Analyse des réalisations et leçons apprises

Dans le cadre du programme de transformation du Ministère, les secteurs géographiques ont été profondément remaniés. Le Secteur de l'Amérique du Nord comprend maintenant la Direction générale de l'Amérique du Nord, qui s'occupe des États-Unis et du Mexique, et l'Initiative de représentation accrue aux États-Unis. Le but de cette réorganisation est d'accroître la robustesse et la souplesse opérationnelles et de réagir à de nouvelles réalités institutionnelles. Cette réorganisation, même si elle est en bonne voie de réalisation, a présenté des difficultés sur le plan opérationnel pour ce qui est de la capacité de la Direction générale de satisfaire à toutes les autres exigences auxquelles elle doit consacrer du temps et des ressources – problème qui se pose à l'occasion de tout changement structurel, surtout un changement de cette ampleur.

Comme on l'a déjà signalé, l'une des grandes réalisations de l'année écoulée a été le lancement réussi du Secrétariat de Washington, à l'ambassade du Canada à Washington. Toutefois, les services offerts par l'une de ses deux composantes, celle qui appuie les activités du Parlement du Canada, n'ont pas été utilisés autant que prévu. La grande raison de cette sous-utilisation a été les contraintes imposées aux parlementaires par les complexités d'un gouvernement minoritaire, qui ont notamment limité leur capacité de passer du temps en dehors d'Ottawa. Bien que ce facteur échappe nettement à sa maîtrise, le Ministère a conclu qu'il fallait redoubler d'efforts pour signaler aux intéressés les avantages uniques du Secrétariat en général et de cette composante en particulier.

Bien que les efforts du Canada en matière de représentation aux États-Unis aient pris plus d'ampleur et acquis plus d'efficacité, le Ministère doit accomplir de nouveaux progrès afin de dissiper, chez certains Américains, les impressions fausses qui subsistent au sujet de notre pays. Entre autres choses, on comprend mal l'importance des mesures de sécurité prises par le Canada à la frontière et du rôle qu'il joue dans la lutte internationale contre le terrorisme.

Les progrès accomplis dans les relations entre le Canada et le Mexique sont révélés par les faits suivants :

- Le soutien du Mexique aux positions canadiennes au sein des organisations internationales, comme le montre l'engagement multilatéral du Mexique, y compris l'AGNU, le groupe des « amis de la réforme de l'ONU » et l'OEI, ainsi que son appui explicite à des initiatives dirigées par le Canada comme la responsabilité de protéger et le L20.
- La présentation par le Mexique de lois, de règlements et d'énoncés de politique qui améliorent la gouvernance, ce qui reflète les conseils et la formation reçus du Canada, comme en témoignent l'élaboration et la mise en œuvre du programme national mexicain des droits de la personne, la signature d'un certain nombre de documents au cours de la visite du président Fox et la présentation de propositions importantes dans des domaines comme le secteur énergétique, la fiscalité, le travail, la justice et la réforme de la sécurité publique, autant d'éléments qui ont contribué à améliorer la gouvernance au Mexique.
- Une plus grande cohérence dans un large éventail d'activités du gouvernement du Canada, comme l'atteste la signature du PCM et d'un certain nombre de documents entre le gouvernement du Mexique et d'autres ministères canadiens (comme RHDC, Industrie Canada, Santé Canada, AINC et les Instituts de recherche en santé du Canada), notamment dans la période qui a précédé la visite du président Fox. L'échange de pratiques exemplaires et la mise en commun d'information ont été facilités par des tribunes comme la 13<sup>e</sup> réunion interparlementaire Mexique-Canada et les visites de travail de dirigeants et hauts fonctionnaires provinciaux au Mexique, qui ont nécessité une

vons présenter notre technologie au CTIA et donner aux clients le niveau de confort nécessaire pour conclure des ventes, ce qui n'est pas possible au cours d'une rencontre dans notre bureau. » WaveTeq, Kelowna (C.-B.)

o Des rapports statistiques, y compris ceux de la fin de l'exercice 2004-2005, ont montré que 6 806 entreprises canadiennes inscrites au programme de Délégé commercial virtuel (DCV) étaient actives sur le marché américain comme exportateurs et que 5 035 autres étaient intéressées par ce marché, mais n'exportaient pas encore.

## 2.1.3.1.5 Surveillance du rendement

Le contrôle du rendement des initiatives en matière de politique ne peut échapper à l'incertitude. Par exemple, les progrès vers des relations meilleures et une influence plus efficace aux États-Unis ne sont ni directement mesurables, ni quantifiables. Les activités qui ont été observées sont les suivantes :

- taux d'utilisation des sites Web Can-Am : sept nouveaux sites; augmentation de 19 % du nombre de clients; 22 millions d'appels de fichiers;
- nombre de visites officielles faites aux États-Unis par des parlementaires canadiens et des législateurs provinciaux avec l'aide du Ministère;
- nombre de visites officielles faites au Canada par des législateurs des États-Unis ou d'États particuliers avec l'aide du Ministère;
- observations d'universitaires et de journalistes traduisant les principales priorités de la diplomatie ouverte et de la représentation.

D'autres activités de contrôle ont été conçues pour rendre compte des progrès accomplis dans le domaine de la politique :

- contrôle de l'évolution des résultats souhaités en matière de politique dans des tribunes comme les réunions sur l'Accord sur la frontière commune, le Groupe de travail sur les questions frontalières de transport et le Forum annuel sur la criminalité transfrontalière;
- contrôle du niveau de participation bilatérale et interne à nos dossiers aux niveaux des hauts fonctionnaires et des ministres, en dehors des déclarations publiques;
- participation à des activités des acteurs clés sur des propositions en matière de politique comme l'approbation préalable de terrains et les réactions aux activités de promotion.

Des résultats positifs ont été observés dans tous ces domaines, ce qui permet de conclure, subjectivement, que de bons progrès ont été accomplis.

En ce qui concerne la réalisation de l'IRA, un CGRR a été élaboré pour en mesurer le rendement. Toutefois, étant donné que l'IRA était en voie de réalisation en 2004-2005, les données sur les indicateurs choisis ne seront disponibles qu'en 2005-2006.

L'IRA a atteint ses objectifs en ce qui concerne l'accroissement de la représentation (ajouts et modifications de missions, affectations de personnel, recrutements de consultants honoraires) et la gestion du partenariat (activités portant sur la gouvernance, communications, projets de gestion). D'après les réactions directes, les partenaires ont été satisfaits des progrès accomplis dans la mise en place du partenariat (y compris la prise de décision, l'affectation du financement, l'approbation des projets et les décisions en matière de dotation) et de leur capacité d'offrir, par l'entremise des missions, des services de représentation et de développement commercial.

Le Ministère a observé les progrès dans le commerce et l'investissement bilatéraux par divers moyens :

- La satisfaction des clients a été vérifiée au moyen de sondages (l'enquête annuelle de 2004-2005 auprès des clients des missions est terminée, mais les résultats n'ont pas encore été rendus publics).
- On a recueilli des réactions de PME canadiennes qui ont participé à des activités organisées par le Ministère et à des foires commerciales. On a également reçu de l'information produite par le Secteur. Ainsi :

o Un sondage a été réalisé auprès des visiteurs au Pavillon du Canada au CTIA Wireless 2005 de la Nouvelle-Orléans (Louisiane) au sujet d'un certain nombre d'éléments concernant le Pavillon du Canada, des capacités du Canada en communications sans fil, les occasions d'investissements et l'approvisionnement. Pas moins de 86,5 % des répondants (422) ont dit que leur visite au Pavillon du Canada avait été « très importante » ou « assez importante » pour leur entreprise ou organisation. Un autre sondage mené auprès des exposants au Pavillon du Canada a révélé un niveau élevé de satisfaction, comme le montre le témoignage suivant : « Notre présence au Pavillon du Canada a donné à notre entreprise le même niveau de visibilité que celui de nos concurrents qui exposaient également. Comme petite entreprise qui démarre, nous n'avons pas les ressources nécessaires pour nous offrir le genre d'exposition que le Pavillon a rendu possible (apparence du stand, emplacement et coût). L'avantage d'exposer les produits au Pavillon est que nous pou-

cinq grands projets immobiliers au Mexique aidera les entreprises à mieux comprendre la nature particulière de l'industrie mexicaine du logement, à trouver les moyens de rendre leurs produits et leurs services plus concurrentiels et, en fin de compte, à accroître la part de marché des exportations canadiennes.

Globalement, les échanges bilatéraux sont passés de 14,4 milliards de dollars à 16,4 milliards en 2004, ce qui place le Mexique au cinquième rang des marchés d'exportation du Canada. Plus de 500 entreprises canadiennes et de 1 500 entreprises mexicaines ont participé à des missions sectorielles, à des séminaires, à des activités de liaison et à des foires commerciales. Des campagnes médiatiques pendant des foires commerciales, les activités de représentation des missions, les visites et les séminaires se sont traduits par de plus nombreux débouchés commerciaux et une plus grande sensibilisation aux occasions offertes par le Mexique, et 348 entreprises de plus ont choisi le Mexique comme marché cible.

En 2004, on remarque parmi les principaux résultats en matière d'accès au marché de meilleures conditions d'importation dans le secteur agricole (viandes, aliments pour animaux familiaux, nouveaux produits du bœuf, etc.), la levée des mesures liées à la grippe aviaire visant la viande de canard, un accord sur la reprise du commerce de pommes de terre de semence de toutes les régions du Canada, l'ajout des actuelles et des phytopathologistes à l'accord de reconnaissance mutuelle; la mise en œuvre d'une série de mesures de libéralisation des règles d'origine de l'ALENA applicables à sept produits. En outre, on a repêché 80 cibles possibles d'investissement étranger direct (IED) au Canada.

Le programme trilatéral a nettement progressé grâce à l'initiative de Partenariat nord-américain pour la sécurité et la prospérité, que le Canada, le Mexique et les États-Unis ont signé à Waco, au Texas, le 23 mars 2005. Des entretiens trilatéraux visant à étendre au Mexique l'initiative de sécurité maritime sont en cours. Quant à la sécurité des conteneurs, le Mexique a manifesté de l'intérêt pour que ses principaux ports pour conteneurs de l'Ouest soient considérés comme sûrs, ce qui aiderait à atténuer les préoccupations américaines au sujet de la sécurité au Mexique. Il est également possible qu'on repère des occasions de coopération en défense trilatérale au cours des entretiens sur le renouvellement du NORAD et la défense de l'Amérique du Nord.

Canada pour les auteurs du programme national du Mexique sur les droits de la personne, en juillet 2004, et la signature de documents comme la lettre d'intention sur la promotion de la coopération sur les questions autochtones. Des consultations avec l'Institut pour la connectivité dans les Amériques (ICA), composante du CRDI, ont contribué à la création de @Campus Mexico, site officiellement lancé par le président Fox le 20 octobre 2004. Cette initiative, qui vise quelque 47 700 gestionnaires, allant de simples analystes jusqu'à des directeurs généraux de 85 organismes fédéraux, offre sur le Web des programmes de formation et d'évaluation à l'intention de la fonction publique du Mexique, pour appuyer la démocratie et la bonne gouvernance. @Campus Mexico aidera à mettre en place au Mexique une fonction publique plus moderne et plus professionnelle qui pourra survivre au changement de gouvernement en 2006.

Dans le domaine des opérations de maintien de la paix de l'ONU, des entretiens placés sous le signe de la transparence ont rendu possible une meilleure compréhension des défis à venir. Des ateliers et des séances de formation à l'intention d'officiers mexicains ont aidé à renforcer leur intérêt pour les opérations d'aide humanitaire. En février 2005, le Sénat du Mexique a approuvé une réforme constitutionnelle donnant au président plus de latitude pour envoyer des troupes à l'étranger participer à des opérations humanitaires et de secours.

Des consultations et une coopération étroites et suivies avec RHDCC et CIC sur le prolongement du Programme des travailleurs agricoles saisonniers ont permis de maintenir le programme dans toutes les provinces canadiennes à l'exception de Terre-Neuve-et-Labrador. Plus de 11 000 travailleurs mexicains viennent maintenant maintenir chaque année travailler dans des exploitations canadiennes.

Les efforts du Groupe de travail du PCM sur le logement et le développement urbain en 2004-2005 ont permis d'exploiter les compétences canadiennes en développement urbain dans plus d'une dizaine de projets importants, dans de grandes villes mexicaines choisies. Ces projets ont ouvert de nouveaux marchés aux technologies et aux services canadiens en urbanisme et en environnement et favorisé une commercialisation poussée et des débouchés entre le Canada et le Mexique. L'engagement de promoteurs mexicains à utiliser des technologies canadiennes innovatrices dans

sonne afin d'intégrer des indicateurs au programme national mexicain des droits de la personne. Des conférences vidéo régulières et des réunions annuelles entre cadres supérieurs qui ont eu lieu à Ottawa, à Mexico et à New York ont permis non seulement de faire concorder les politiques des deux pays au sein du groupe des « amis de la réforme de l'ONU », mais aussi d'assurer une plus grande cohérence dans les intérêts mutuels en politique multilatérale en Amérique latine concernant les droits de la personne et la sécurité humaine. Un résultat concret a été la participation mexicaine au Réseau de la sécurité humaine.

La coopération avec un certain nombre de ministères canadiens et les consultations auprès d'eux ont permis la participation de huit ministères à une visite de travail très fructueuse du président du Mexique, Vicente Fox, à Ottawa, en octobre 2004. La visite a favorisé la cohérence de la politique avec le Mexique dans des domaines comme les soins de santé, l'environnement et la politique étrangère et elle a permis de signer un certain nombre de documents : le partenariat Canada-Mexique et des lettres d'intention sur la coopération universitaire, le changement climatique et la collaboration dans le secteur de la santé. D'importantes activités de communication (comme la Semaine du Canada, les activités de l'« Automne autochtone » entourant la célébration du 60<sup>e</sup> anniversaire des relations diplomatiques entre le Canada et le Mexique) et l'appui pour les visites au Mexique des premiers ministres du Québec et du Nunavut ont permis d'affirmer davantage la présence du Canada au Mexique et d'approfondir la compréhension des défis et des priorités du Canada. D'autres activités de communication avec des représentants d'entreprises canadiennes et de tous les principaux partis politiques feront en sorte que le Canada et ses intérêts économiques et politiques soient protégés sans égard aux changements du contexte politique et que les principaux acteurs du nouveau gouvernement mexicain (après 2006) comprennent mieux la politique étrangère du Canada et son programme de bonne gouvernance.

Des consultations régulières entre gouvernements sont traduites par des progrès dans les domaines des droits de la personne et des questions autochtones. Cela a permis de faire mieux coïncider les opinions des populations canadienne et mexicaine sur les droits de la personne, la démocratie et la bonne gouvernance au moyen d'initiatives comme un voyage d'étude au

notamment la nanotechnologie, les énergies nouvelles, la sécurité intérieure, les essais cliniques, les appareils médicaux et la photonique. Nous disposons maintenant d'un cadre robuste qui fera en sorte que les secteurs prioritaires nouveaux et émergents (comme les technologies océanologiques) recevront de l'aide pour le partenariat technologique et la collaboration.

Le Ministère a veillé à ce que les entreprises canadiennes soient mises en contact avec les marchés étrangers en assurant la coordination de la participation canadienne à d'importantes manifestations américaines (intéressant plusieurs missions), par exemple Cellular Telecommunications and Internet Association (CTIA) Wireless '05, Biotechnology Industry Association (BIO '04), Offshore Technology Conference (OTC '04) et l'International Builders' Show (IBS '05).

Le Ministère a également pris la tête d'un effort conjoint visant à gérer et à atténuer les répercussions d'importants problèmes intérieurs aux États-Unis qui auraient pu nuire aux relations commerciales canado-américaines. D'importantes campagnes ont porté sur la vente de médicaments par Internet, la sous-traitance et les démarches dans le dossier du bois d'œuvre résineux.

## Continuer d'approfondir et d'élargir les relations avec le Mexique

De bons progrès ont été réalisés pour ce qui est du renforcement de nos relations avec le Mexique et de l'instauration d'une plus grande cohérence entre les intérêts mexicains et canadiens sur le plan de la politique en Amérique latine, notamment en ce qui concerne les droits de la personne, la sécurité humaine et le processus du Sommet des Amériques. Le Ministère a réussi à amener le Mexique à accueillir le Sommet spécial des Amériques de Monterrey, en janvier 2004, en lui proposant entre autres une aide financière au moyen du PSH.

L'appui au travail du Commissariat des Nations Unies aux droits de l'homme et au diagnostic sur les droits de l'homme au Mexique, publié en décembre 2003, a donné au Mexique un point de départ pour lancer un programme national des droits de la personne en décembre 2004. Plus spécialement, en juin 2004, une délégation mexicaine est venue à Ottawa pour voir comment les autorités canadiennes et la société civile mesureraient les progrès en matière de droits de la per-

aux États-Unis. La stratégie de marketing des biosciences, par exemple, a su mettre en valeur les capacités propres au Canada et promouvoir une collaboration transfrontalière rentable, comme la reconnaissance des avantages d'essais cliniques menés au Canada.

Les activités du Ministère ont contribué à accroître la participation d'événements partenaires commerciaux américains à des activités canadiennes de promotion commerciale. Un programme de visites ciblées chez d'importantes entreprises américaines et des instituts de recherche a suscité une nouvelle vague d'intérêt pour le Canada. Par conséquent, la présence de partenaires commerciaux américains a dominé lors d'importantes manifestations canadiennes dans toute une série d'industries émergentes, p. ex. l'environnement (Globe), les biosciences (partenariat), les énergies nouvelles (Piles à combustible Canada) et la sécurité intérieure (Conférence sur les marchés publics dans les Amériques).

On a amélioré l'appui offert aux Canadiens qui ont des affaires aux États-Unis. Le Ministère a travaillé en étroite collaboration avec des partenaires au Canada et le réseau de bureaux commerciaux aux États-Unis pour offrir d'importants services commerciaux aux clients canadiens. Le gouvernement a aidé plus de 16 000 entreprises canadiennes chaque année sur le marché américain. La vaste majorité d'entre elles sont des PME.

C'était l'an dernier le 20<sup>e</sup> anniversaire du très fructueux programme Exportation E.-U., qui fournit aux nouveaux exportateurs canadiens de l'information sur le marché et un contact direct avec le marché américain. En 2004-2005, 1 400 entreprises ont participé à 97 séminaires et missions grâce à ce programme. Depuis le début, plus de 21 000 entreprises ont pu profiter du programme.

Les efforts visant à rendre les PME canadiennes plus compétitives et plus actives au moyen d'un meilleur apport d'information et de la présentation de contacts clés ont été fructueux. L'IRA a aidé la nouvelle Initiative de partenariat technologique (IPT) à s'implanter fermement en 2004-2005. L'IPT a permis à 100 entreprises canadiennes de participer à six missions ciblées de partenariat technologique aux États-Unis. Ces missions, conçues pour promouvoir la commercialisation et la collaboration dans des secteurs émergents, ont été organisées dans des secteurs prioritaires,

les États-Unis. Le tirage a été porté à plus d'un milliard d'exemplaires pour chaque édition trimestrielle; en rédigeant et en produisant un rapport hebdomadaire de promotion qui est communiqué directement à 347 personnes ressources qui travaillent pour des ministères partenaires et d'autres ordres de gouvernement et diffusé auprès de centaines d'autres personnes pour mettre nos partenaires au courant des activités de nos missions et des mises à jour des politiques sur les priorités bilatérales principales (p. ex. l'ESB, la sécurité à la frontière, le lac Devils).

## Promouvoir le commerce et l'investissement bilatéraux entre le Canada et les États-Unis

Le Ministère a joué un rôle de premier plan dans la gestion et la coordination du programme de Promotion du commerce international (PCI) aux États-Unis. Grâce à l'IRA, qui a augmenté le nombre de points de service aux États-Unis et amélioré la coordination avec les partenaires et les clients tout en fournissant un financement supplémentaire de plus de 2 millions de dollars, le programme de PCI a intégré avec succès les éléments principaux du commerce, de l'investissement et du partenariat en sciences et en technologie. Ce programme est indispensable au soutien des plus importantes relations commerciales bilatérales qui existent dans le monde. Dans le secteur aérospatial, par exemple, une coalition gouvernement-industrie a réussi à remporter 35 marchés d'une valeur de plus de 100 millions de dollars pour des entreprises canadiennes dans le cadre du U.S. Joint Strike Fighter Program.

Avec l'étroite collaboration de partenaires au Canada et de son réseau de missions, le Ministère a géré un programme très actif qui vise à attirer de nouvelles entreprises au Canada, mettant l'accent sur les secteurs axés sur le savoir, qui sont les industries de croissance de demain. Le programme a remporté des succès notables : des chefs de file en technologie comme Dell Computers, Hershey's, IBM et Merck Frost ont fait, au cours de l'année, d'importants investissements nouveaux au Canada ou y ont augmenté leurs investissements.

Le Ministère a joué un rôle de premier ordre dans l'élaboration de stratégies à plusieurs protagonistes dans des secteurs prioritaires aux États-Unis, et dans le renforcement de messages cohérents diffusés auprès d'un réseau toujours plus vaste d'événements partenaires commerciaux

- Des membres du personnel du Congrès et des chercheurs appartenant à des groupes de réflexion ont visité la frontière canado-américaine (frontière terrestre, aéroports et ports) pour faire connaître les efforts que le Canada déploie dans le cadre du Plan d'action canado-américain pour une frontière intelligente à des décideurs et à des personnalités influentes clés des États-Unis.
- Des réunions régulières des chefs de mission et de représentants canadiens de passage avec des comités de rédaction ont aidé à établir des contacts avec les médias américains.
- On a donné plus d'ampleur aux initiatives en matière d'études canadiennes comme sources d'information sur le Canada et moyens de susciter le dialogue sur des questions bilatérales clés au Canada.

Le Ministère a étendu ses efforts de représentation aux États-Unis en faisant appel aux parlementaires, aux premiers ministres provinciaux, aux maires et à d'autres Canadiens, favorisant ainsi une approche pangouvernementale et pancanadienne :

- en coordonnant de multiples visites de parlementaires et de représentants provinciaux et territoriaux à divers endroits aux États-Unis;
- en faisant participer des parlementaires et des représentants provinciaux et territoriaux à la réunion annuelle des chefs de mission à Ottawa;
- en appuyant une collaboration municipale binationale par un partenariat avec la Fédération canadienne des municipalités (FCM), qui officialise et consolide son partenariat avec la U.S. National League of Cities pour mettre en commun les pratiques exemplaires, bâtir un réseau transfrontalier en matière de politique et de représentation et prévoir les étapes à venir;
- en produisant une brochure sur les messages clés destinée aux représentants et partenaires canadiens (provinces, territoires, dirigeants municipaux et intervenants clés de l'industrie) pour renforcer l'ap-proche pangouvernementale de nos relations avec

- Le Ministère a désamorcé un différend au sujet de l'application différentielle de droits de navigation canadiens aux Canadiens et aux Américains dans les Grands Lacs. On a éliminé cette discrimination non voulue contre les vaisseaux américains et évité une enquête de la U.S. Federal Maritime Administration et des représailles probables contre les vaisseaux canadiens.

Pour protéger les intérêts du Canada, il est essentiel de susciter et de favoriser une meilleure compréhension du Canada et de ses politiques chez les membres clés du Congrès, dans les médias américains, parmi les universitaires et dans les milieux de la politique étrangère. Le Ministère l'a fait en utilisant divers moyens :

- Le Ministère a étendu son réseau de sites Web qui diffusent des renseignements généraux sur des aspects clés des relations bilatérales entre le Canada et les États-Unis dans toutes les missions importantes. Pendant la période visée par le rapport, ces sites ont attiré plus de 3,6 millions de visiteurs, et le nombre d'appels de fichiers a atteint les 22 millions.
- Le Ministère a lancé deux nouveaux sites Web thématiques pour informer l'auditoire américain de l'importance de la contribution du Canada à la lutte internationale contre le terrorisme et mettre en évidence l'importance des relations commerciales entre nos deux pays (<http://www.canadianally.com/ca> et <http://www.CanadaMattersTous.com>).
- Le Secrétaire de Washington a communiqué avec des membres du Congrès pour faire valoir la position du Canada sur des questions diverses, dont la sécurité à la frontière, le lac Devils, l'encéphalopathie spongiforme bovine (ESB) et le bois d'œuvre résineux.
- Quelques 1 800 membres du personnel et membres du Congrès ont assisté à la Journée de partenariat Canada-États-Unis au Capitole avec le ministre du Commerce international, le Groupe interparlementaire Canada-États-Unis, le Comité sénatorial permanent de l'agriculture et des forêts, les ministres provinciaux et territoriaux chargés du commerce international et des forêts ainsi que les représentants de plusieurs associations de l'industrie. Cette manifestation a donné aux députés, aux sénateurs, aux partenaires provinciaux et aux représentants du gouvernement du Canada l'occa-

Grands Lacs a permis d'accroître la protection des eaux des Grands Lacs et de promouvoir une utilisation durable de ces précieuses ressources.

- Le travail sur les projets pilotes de l'Accord Canada-Etats-Unis portant sur la qualité de l'air a mené à un engagement à réduire et à gérer la pollution atmosphérique aux niveaux régional et transfrontalier.

- L'élaboration d'une stratégie nord-américaine sur les espèces envahissantes a favorisé la protection de l'environnement et des écosystèmes nord-américains contre les répercussions des espèces envahissantes, dont l'atténuation des effets, une fois qu'elles ont été introduites, ce qui coûte des milliards de dollars aux gouvernements.

- La collaboration avec des ONG américaines et du Canada au sujet de la protection de la réserve faunique nationale de l'Arctique contre les forages.
- La position du Canada au sujet de l'exploitation durable des phoques a été exposée aux Etats-Unis, et le Ministère a soutenu les efforts du MPO visant à gérer les activités de communication aux Etats-Unis.

- La position du Canada sur le développement de marchés nord-américains de l'énergie a été renforcée auprès des Etats-Unis et les objectifs du Canada ont été défendus, y compris en ce qui concerne la protection de la culture et du mode de vie des Autochtones contre les conséquences de l'exploitation des ressources pétrolières et gazières, en contribuant à l'établissement d'un organisme responsable de la fiabilité du réseau électrique et à la préparation de la politique sur un gazoduc alaskien.

Dans d'autres domaines, le Ministère a contribué à prévenir l'aggravation de frictions importantes grâce à sa capacité accrue de représentation qui lui permet de réagir aux éventuelles tensions et frictions et de les atténuer par une collaboration étroite avec les ministères partenaires :

- En ce qui concerne les différends frontaliers qui subsistent avec les Etats-Unis, le Ministère a protégé les positions du Canada et veillé à ce que les problèmes qui se posent dans les zones contestées, comme les pêches de Machias Seal Island (MSI), ont été gérés de façon à ne pas compromettre la revendication de souveraineté du Canada.

Windso-Detroit, qui permet aux plaisanciers précipités de satisfaire rapidement aux formalités lorsqu'ils se rendent au Canada et aux Etats-Unis;

- en contribuant à l'élaboration de l'accord entre le Canada et les Etats-Unis sur la communication préalable de renseignements sur les voyageurs et de renseignements sur l'identité des voyageurs à haut risque qui sont en route vers un pays ou l'autre en utilisant un mécanisme d'évaluation du risque élaboré conjointement. Le premier volet de cette initiative a été mis en place le 10 août 2004;

- en contribuant à l'élaboration de l'Entente sur les tiers pays sûrs à la frontière terrestre entre le Canada et les Etats-Unis; cette entente, signée en décembre 2004, permet au Canada de gérer plus efficacement l'afflux de demandeurs de statut de réfugié et de contenir les abus de notre système d'asile tout en améliorant la gestion de notre frontière commune;

- en fournissant des conseils importants en matière de politique et sur le plan juridique pour les négociations avec le département américain de la Sécurité intérieure en vue d'un accord sur le préedouanement terrestre, qui facilitera la circulation des personnes et des marchandises. Un accord cadre a été annoncé le 17 décembre 2004, et les négociations officielles ont été entamées en juin 2005;

- en accordant le préedouanement pour le transport aérien à l'aéroport international d'Halifax en décembre 2004, ce qui facilite et accélère la liaison avec les villes américaines et permet aux transporteurs aériens de desservir des villes américaines qui n'ont pas de services de douanes et d'immigration.

Le Ministère a favorisé la viabilité de l'environnement et l'amélioration de la qualité de l'air et des ressources en eau dans le contexte transfrontalier en travaillant avec des ministères partenaires à l'élaboration de positions pangouvernementales dans des dossiers émergents tels les suivants :

- Le travail sur la question de la dérivation du lac Devils, au Dakota du Nord, a sensibilisé davantage le grand public et les décideurs à l'importance du Traité des eaux limitrophes.
- Le travail sur la Charte des Grands Lacs et l'Accord relatif à la qualité de l'eau dans les

2.1.3.1.4 Réalisations en fonction des priorités

Le RPP de 2004-2005 a défini les priorités suivantes dont il a été tenu compte dans les relations bilatérales :

- gérer et améliorer les relations entre le Canada et les États-Unis;
- promouvoir le commerce et l'investissement bilatéraux entre le Canada et les États-Unis;
- continuer d'approfondir et d'élargir les relations avec le Mexique.

Gérer et améliorer les relations entre le Canada et les États-Unis

Les relations canado-américaines ont pris un nouvel élan et une importance renouvelée grâce à trois manifestations principales en 2004-2005 : la première visite officielle du premier ministre aux États-Unis, la première visite du président américain au Canada et la réunion des présidents des États-Unis et du Mexique et du premier ministre à Waco, au Texas. Le Ministère a contribué à dresser l'ordre du jour et à donner le ton de ces trois rencontres, qui ont favorisé les relations politiques au plus haut échelon et renforcé la sécurité et la défense pour les Canadiens. Elles ont mené à l'adoption d'une approche de coopération dans la promotion de nos intérêts communs en matière de sécurité et de prospérité. Plus précisément, la réunion de Waco a abouti à la signature du Partenariat nord-américain pour la sécurité et la prospérité.

Une nouvelle structure de gouvernance a été mise en place pour l'Initiative de représentation accrue (IRA). Elle intègre mieux les préoccupations des partenaires et favorise une approche pangouvernementale des relations canado-américaines, et elle a aidé le Canada à exercer plus efficacement son influence aux États-Unis. En outre, le Ministère a amélioré sa capacité de faire une promotion plus ciblée aux États-Unis en y élargissant son réseau de missions. Des consulats généraux ont été ouverts à Miami et à Denver, des consulats ont été à Anchorage, à Phoenix et à Philadelphie, un bureau commercial a ouvert ses portes à Tucson, et huit autres consulats honoraires ont été recrutés.

On est en train de mettre en place deux processus importants pour consolider le partenariat et appliquer l'approche pangouvernementale des relations avec les

États-Unis : la nomination de personnel des partenaires à des postes de représentation et de délégué commercial aux États-Unis permettra aux partenaires d'acquérir une expérience de première main dans la promotion des intérêts du Canada aux États-Unis, et l'utilisation des fonds de programme de l'IRA pour des activités de promotion et de développement commercial favorisera des débouchés commerciaux accrus, l'investissement au Canada et l'apport de technologie pour les entreprises canadiennes.

Une autre initiative, la création du Secrétariat de Washington, répond au besoin d'une représentation plus intense des intérêts canadiens dans le contexte politique et médiatique plus complexe des États-Unis. Un service du Secrétariat appuie les activités du Parlement du Canada et du Groupe interparlementaire; l'autre s'intéresse à l'amélioration de la représentation des provinces à Washington. Ces deux services sont des innovations importantes par rapport à la pratique que le Canada a eue par le passé.

Le Ministère a fait une contribution non négligeable au renforcement de la convergence des politiques et à la coordination des dossiers entre le Canada et les États-Unis dans les domaines suivants : frontière, environnement, énergie et politique commerciale. Des réunions régulières et des conférences téléphoniques de cadres supérieurs canadiens ont favorisé une approche pangouvernementale des dossiers canado-américains et permis de communiquer aux États-Unis des messages cohérents. Le Ministère a réussi à sensibiliser davantage les États-Unis aux objectifs et aux capacités du Canada et à influencer le débat interne aux États-Unis sur un certain nombre de questions.

Le Ministère a servi les objectifs du Plan d'action pour une frontière intelligente :

- en s'assurant qu'on avait correctement tenu compte de la coordination de la politique des visas du Canada et des États-Unis au cours de l'examen de la politique visant les nouveaux membres de l'UE, ce qui a amené le Canada à décider de ne pas lever pour l'instant ses exigences en matière de visa;
- en contribuant à l'élaboration d'une nouvelle initiative sur la sécurité des conteneurs avec les autorités du port et du gouvernement de Hong Kong;
- en participant à l'élaboration d'un projet pilote conjoint NEXUS Maritime dans la région de

La réélection du président Bush en 2004 a eu pour conséquence qu'une attention renouvelée a été accordée aux enjeux intérieurs centraux susceptibles de permettre au président de « laisser sa marque », comme la réforme de la sécurité sociale et la nomination de juges conservateurs. Ces dossiers, ajoutés à la guerre en Irak et aux crises nucléaires qui risquent d'éclater avec l'Iran et la Corée du Nord, ont encombré le programme national, de sorte qu'il est difficile d'imposer les problèmes qui préoccupent le Canada à l'ordre du jour du président ou de la secrétaire d'État.

Le Mexique est également passé à l'avant-plan des politiques étrangères et commerciale du Canada. Grâce à l'ALENA, le Mexique s'est hissé au cinquième rang de nos plus importants partenaires commerciaux et au deuxième rang parmi nos partenaires commerciaux des Amériques. Le gouvernement du Mexique a désigné le Canada comme partenaire stratégique, notamment sur le plan de la modernisation de la gouvernance et comme un modèle pour les réformes et un éventuel allié dans son programme bilatéral avec les États-Unis. En outre, le Mexique s'est éloigné de sa tradition isolationniste et il est devenu une puissance intermédiaire multilatéraliste plus dynamique et plus engagée avec laquelle le Canada peut coopérer.

Pendant la période visée par le rapport, le contexte des relations canado-américaines a continué d'évoluer. Les trois dirigeants nord-américains se sont entendus, à Waco, au Texas, pour se diriger vers un « partenariat pour la sécurité et la prospérité » régi par le principe voulant que les trois pays doivent discuter, mais que deux seulement peuvent agir s'ils le souhaitent. Le programme est fermement axé sur les améliorations qu'il est réaliste d'apporter dans un large éventail de dossiers économiques et environnementaux, de sécurité et de défense, sans pour autant aborder l'idée controversée d'un « big bang ». Les premières séances d'information sur l'EBI et la politique de défense canadienne ont suscité à Washington des attentes. On y croit que le Canada pourrait jouer un rôle plus important et plus dynamique au fur et à mesure que se rétabliront et s'amélioreront ses capacités en défense, en sécurité, en diplomatie, en développement et en renseignement, tant sur la scène mondiale que dans le contexte continental.

Compte tenu de l'importance primordiale du commerce canado-américain pour la bonne santé de l'économie du Canada, le MAECI (*Affaires étrangères*) et le ministre du Commerce international sont jumelés, pour ainsi dire, dans les missions aux États-Unis, et Commerce international est bien représenté dans les missions au Mexique. En outre, de nouveaux mécanismes comme le Secrétaire de la représentation à Washington, le Secrétaire du BCP chargé des relations canado-américaines et l'Initiative de représentation accrue permettent une approche coordonnée et pangouvernementale de la gestion des relations canado-américaines et une approche plus diversifiée, mais ciblée, afin de faire appel aux décideurs et aux intervenants américains.

### 2.1.3.1.3 Notre environnement de travail

La gestion des relations canado-américaines est le défi le plus important de la politique étrangère du Canada. Tous les aspects de notre vie nationale — économie, sécurité, politique, culture et dimensions plus larges de nos politiques internationales — sont influencés par le cours des relations canado-américaines. Pourtant, les relations entre les deux pays sont fortement asymétriques. Les exportations et les importations à destination et en provenance du Canada représentent 4,2 % du PIB des États-Unis tandis que le commerce canadien avec les États-Unis représente 52 % du PIB du Canada. En outre, les États-Unis s'intéressent à des enjeux sur toute la planète, depuis la prolifération nucléaire jusqu'au terrorisme au Moyen-Orient, en passant par les questions économiques qui se posent avec la Chine, et ils ont tendance à tenir leur voisin du Nord pour acquis. Il faut donc consentir des efforts spéciaux et persévérants si nous voulons attirer et garder l'attention des États-Unis sur des enjeux importants pour le Canada.

Les suites des attentats du 11 septembre 2001 continuent de teinter les relations des États-Unis avec tous les autres pays. Les États-Unis sont préoccupés avant tout par la nécessité de protéger leur sécurité physique et économique, préoccupations qui transcendent tous les autres enjeux à Washington, et tout ce qui se fait dans les relations entre le Canada et les États-Unis doit être perçu à travers ce filtre.

États-Unis, notamment pour la préparation et l'application de programmes ciblés de promotion.

#### 2.1.3.1.2 Moyen d'atteindre notre objectif à long terme

Les répétitions des relations canado-américaines sont si complexes et si nombreuses que la plupart des ministères, toutes les provinces, tous les territoires et de nombreuses municipalités ont des rapports avec les États-Unis. Les relations entre le Mexique et le Canada prennent également de l'importance, tout comme le mouvement vers la « trilatéralisation » dans un contexte nord-américain. Une coopération et une coordination étroites avec les ministères partenaires sont donc essentielles au maintien d'une approche des relations entre le Canada et les États-Unis et le Mexique caractérisée par la cohésion et la cohérence.

Le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) offre une orientation stratégique et la gestion générale pour les 23 missions aux États-Unis et les 3 missions au Mexique, qui sont responsables de l'application du programme au niveau national et régional. Lorsque des enjeux surgissent ou que des initiatives sont présentées, le Ministère travaille avec les ministères compétents à l'élaboration de stratégies de promotion, qui sont appliquées par le réseau des missions aux États-Unis et au Mexique. Par exemple, pour les questions transfrontalières et le Plan d'action pour une frontière intelligente, le Ministère travaille de concert avec le BCP, SPPCC, IASFC, le MPO, CIC, Transports Canada et Environnement Canada, dans les dossiers de la défense et de la sécurité, il existe une étroite coordination avec le MDN et SPPCC, dans les dossiers qui concernent le Mexique, il y a participation de RHDCC, de CIC et d'Affaires indiennes et du Nord Canada (AINC).

Dans son rapport hebdomadaire de promotion, le Ministère communique des renseignements aux ministères et organismes partenaires sur les activités à venir aux États-Unis et fait rapport des initiatives des semaines antérieures. Une brochure trimestrielle qui fournit les messages clés à communiquer au sujet des grandes priorités des relations bilatérales est largement diffusée auprès des autres ministères et des autres intervenants canadiens, dont les provinces, les territoires et le secteur privé.

### 2.1.3 Relations bilatérales – l'Amérique du Nord et le reste du monde

#### 2.1.3.1 Amérique du Nord (États-Unis et Mexique)

##### 2.1.3.1.1 Notre mandat relatif à l'activité de programme

Sur le plan des relations bilatérales en Amérique du Nord, il incombe au Ministère de servir les intérêts politiques, économiques, culturels et sociaux du Canada dans ses relations avec les États-Unis et le Mexique, de promouvoir les grands objectifs de la politique étrangère du Canada à l'intérieur du pays et aux États-Unis et au moyen des relations bilatérales entre le Canada et les États-Unis d'une part et le Mexique d'autre part, et d'appuyer le programme nord-américain et trilatéral plus large du gouvernement du Canada.

Outre la gestion d'un réseau de 23 missions aux États-Unis et de 3 au Mexique, les fonctions principales du Ministère sont les suivantes : favoriser une approche stratégique de l'engagement du Canada avec les États-Unis et le Mexique tout en abordant la gestion du réseau de missions dans une optique pangouvernementale qui tienne compte de l'ensemble des relations, préparer et appliquer un programme de promotion pangouvernemental qui tienne compte de l'ensemble des relations aux États-Unis et au Mexique, concevoir une dimension trilatérale dans le programme du Canada avec les États-Unis et le Mexique, être un centre d'expertise au sein du gouvernement du Canada pour l'ensemble des relations avec les États-Unis et le Mexique, offrir au sein du Ministère un pôle central de réflexion sur la façon dont les États-Unis et le Mexique devraient tenir compte de la position du Canada dans des dossiers multilatéraux et de politique étrangère.

Le Ministère a lancé une Initiative de représentation accrue aux États-Unis, un partenariat réunissant huit ministères et organismes dont l'objectif est de multiplier les activités de promotion et d'expansion du commerce aux États-Unis. Grâce à cette initiative, le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) favorise une approche stratégique et pangouvernementale de l'engagement du Canada aux

2.1.2.2.6 Analyse des réalisations et leçons apprises

La contribution du Ministère aux relations canado-américaines est positive. Cela s'est manifesté clairement dans le soutien que le Canada a apporté aux États-Unis pendant leur présidence du G8 en 2004.

La réduction des menaces est un objectif auquel le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) contribue, par la promotion du multilatéralisme, des droits de la personne et de saines stratégies de développement durable, entre autres. La coordination dans le cadre de divers sommets est aussi une autre forme de contribution. Grâce à la concordance entre ses priorités et les intérêts des États-Unis, le Canada a réussi à obtenir des résultats fructueux lors d'importantes négociations sur ce sujet.

De tous les thèmes que le Ministère a défendus sur les tribunes multilatérales en 2004-2005, ce sont les droits de la personne et la bonne gouvernance qui retiennent d'abord l'attention. Dans les deux cas, il s'agit de valeurs que les Canadiens chérissent, et que partagent plusieurs de nos pays partenaires. Le Canada a réussi à faire progresser ces dossiers, mais ce n'est qu'une étape dans un processus en constante évolution. La responsabilité de protéger a aussi été un thème dominant et cible. Les efforts visant à faire accepter cette nouvelle doctrine intellectuelle, que le Canada a contribué à développer – ce qui lui permet donc d'affermir sa réputation – ont été couronnés de succès en 2004-2005.

En 2004, le processus du G8 s'est avéré une tribune clé pour réconcilier les États-Unis et l'Europe continentale, un objectif stratégique important qui ne pouvait être prévu dans le RPP, mais qui a été atteint. Cependant, même si plusieurs des résultats du Sommet de Sea Island sont venus conforter les priorités canadiennes, il s'est trouvé certains observateurs pour remettre en question la définition de ces priorités.

Au moment de la rédaction du présent rapport, le thème complexe de la réforme de l'ONU vient en tête de liste des questions institutionnelles. Il s'agit d'un long processus, mais le Canada a réussi, en 2004-2005, à l'infléchir dans la bonne direction, surtout en ce qui concerne les questions de fond. Les autres

institutions clés, comme l'APHC et la Francophonie, fonctionnent bien et sont pertinentes. L'absence de plusieurs poids lourds rend ces institutions plus ouvertes aux priorités canadiennes, et le présent rapport confirme que le Canada y use de son influence pour faire avancer ses priorités.

L'intégration de la notion de développement durable se poursuit, tant dans les pratiques commerciales que dans notre politique étrangère. À l'échelle internationale, toutes les grandes institutions semblent maintenant engagées dans cette voie. L'entrée en vigueur du Protocole de Kyoto est importante, d'autant qu'il s'agit d'un instrument connu des Canadiens.

Le leadership du Ministère dans la réponse apportée par le gouvernement au tsunami dans l'océan Indien mérite tout particulièrement d'être souligné. De par son ampleur, la crise a suscité beaucoup d'intérêt parmi les Canadiens. Le Ministère a veillé à ce que la réponse humanitaire du Canada soit solide, opportune et bien coordonnée avec celle, plus vaste, de la communauté internationale.

La période 2004-2005 a fait ressortir la nécessité et l'importance de la consultation et de la coordination interministérielles dans les dossiers complexes et à multiples facettes, comme le VIH/sida, la planification d'urgence et la réponse aux catastrophes, les migrations, la traite des personnes ainsi que les droits de la personne. Cette collaboration est essentielle si l'on veut concevoir et promouvoir des réponses cohérentes et exhaustives, au pays comme sur la scène internationale.

La période 2004-2005 a aussi montré à quel point il est important que le Canada intervienne diplomatiquement et au bon moment pour contribuer à empêcher les violations du droit international humanitaire, des droits de la personne ainsi que des lois et les politiques concernant les réfugiés. Par exemple, l'intervention canadienne devant la détérioration de la situation au Népal a permis la conclusion d'une entente sur le déploiement d'observateurs des droits de la personne dans ce pays.

médicaments à meilleur prix aux pays qui en ont besoin. Le Canada a été, avec la Norvège, un des premiers pays à mettre cette décision en œuvre.

Le Canada et les autres pays du G8 ont approuvé et encouragé le lancement d'une initiative mondiale pour un vaccin contre l'infection à VIH, afin d'accélérer la mise au point d'un tel vaccin par une coordination, une mise en commun de l'information et une collaboration meilleures à l'échelle mondiale.

#### Diplomatie ouverte

Le Canada offre un soutien financier (2,6 millions de dollars) pour aider à l'organisation des Jeux de la Francophonie, qui doivent se tenir à Niamey, au Niger, en décembre 2005. Une importante délégation de jeunes Canadiens participera à ces jeux (<http://www.jeux.francophonie.org>).

#### 2.1.2.5 Surveillance du rendement

L'Entente sur les tiers pays sûrs est entrée en vigueur en décembre 2004.

Il y a eu une évaluation indépendante de la réponse du Ministère au tsunami. Un bilan interministériel a aussi permis de tirer des enseignements à cet égard.

Les mémoires étoffés présentés par le Canada sur la responsabilité de protéger et la réforme de l'ONU ont trouvé écho dans le rapport du Secrétaire général de l'ONU.

Sur la question du VIH/sida, une ébauche de politique ministérielle est à l'étude, et la *Loi de l'engagement de Jean Chretien envers l'Afrique* est entrée en vigueur le 14 mai 2005.

Le Protocole de Kyoto a pris effet en février 2005, soit plus tard que prévu.

Les provinces et les territoires ont soutenu les positions du Canada sur l'accès aux ressources génétiques et sur le partage des avantages découlant de leur utilisation, dans le cadre de la Convention sur la biodiversité.

Le Groupe de recherche sur le G8 de l'Université de Toronto a classé le Canada, parmi les pays les plus performants (avec les États-Unis et l'Union européenne) au Sommet de Sea Island pour ce qui est du respect des ententes. Selon le groupe de recherche de l'université, le Canada a été, à ce chapitre, le premier ou un des deux premiers dans six des neuf derniers sommets; elle lui a récemment donné la cote B-. Cependant, le Groupe s'est demandé dans quelle mesure les résultats du Sommet de Sea Island ont servi les intérêts du Canada (<http://www.g7.utoronto.ca/evaluations/2004seaisland/gra-des.html>).

Le nouveau cadre pour le Fonds pour la paix et la sécurité, qui s'inscrit dans l'Enveloppe de l'aide internationale (Affaires étrangères) continue de collaborer avec la société civile en matière de droits de la personne, dans le cadre de consultations régulières et informelles. En ce qui concerne l'Iran, par exemple, le Canada a reçu des réponses positives de la société civile et des médias.

Le Canada a atteint ses principaux objectifs dans les négociations relatives à la Convention-cadre pour la lutte antitabac, au Règlement sanitaire international et au Sommet mondial sur la société de l'information.

Des vérifications externes des organismes de l'ONU permettent de suivre les progrès de la gestion axée sur les résultats.

Les autres ministères, les parlementaires, les ONG, les autres pays et les organismes de l'ONU ont joué la prestation du Canada dans le processus Beijing +10.

L'Agence des services frontaliers du Canada tient pleinement compte des considérations relatives aux droits de la personne.

Le Canada a participé activement à la préparation du Sommet du G8 en 2005, qui a été présidé par le Royaume-Uni.

aux procédures opérationnelles normalisées, le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) a fait intervenir quelque 17 autres ministères et organismes, les provinces et les territoires, les municipalités, les ONG et les organismes de l'ONU, pour assurer une réponse canadienne cohérente et opportune aux besoins des personnes touchées par la catastrophe, dont le nombre dépassait le million. Il a aussi participé activement aux forums décisionnels internationaux de haut niveau, par exemple la Réunion spéciale des dirigeants de l'ANASE sur les conséquences du séisme et du tsunami (Indonésie) et la Réunion ministérielle sur les dispositifs d'alerte avancés (Thaïlande) (<http://www.international.gc.ca/asia/tsunami-fr.asp>).

Le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) et l'ACDI ont cogéré avec succès le suivi de l'Initiative des principes et bonnes pratiques d'action humanitaire en 2004-2005, y compris la tenue, à Ottawa en octobre 2004, de la deuxième réunion internationale concernant cette initiative, à laquelle ont participé quelque 22 pays, des organismes de l'ONU, des ONG ainsi que le Mouvement de la Croix-Rouge et du Croissant-Rouge. Cette réunion a permis de porter une attention plus grande sur la nécessité d'une responsabilisation accrue des donateurs. Elle a aussi contribué aux efforts visant à améliorer l'action humanitaire internationale, notamment la coordination civilo-militaire, et fourni des éléments que le Secrétaire général a repris directement dans son rapport intitulé Dans une liberté plus grande ([http://www.international.gc.ca/foreign\\_policy/human-rights/ha1-humanitarian\\_donorship-fr.asp](http://www.international.gc.ca/foreign_policy/human-rights/ha1-humanitarian_donorship-fr.asp)).

VTJH/sida

En consultation avec les autres ministères et la société civile, le Ministère a préparé une ébauche de document stratégique qui lui permettra de lutter efficacement contre la pandémie du VIH/sida. De concert avec Industrie Canada, Santé Canada, le ministère du Commerce international et l'ACDI, le Ministère a permis au gouvernement de faire adopter et entrer en vigueur la *Loi de l'engagement de Jean Chrétien envers l'Afrique*, qui donne suite à une décision de l'OMC sur l'accès aux médicaments. Aux termes de cette loi, les compagnies canadiennes de produits pharmaceutiques doivent obtenir une licence pour aider à fournir des

problèmes inhérents au changement climatique et sur les moyens de les corriger. Le Bureau canadien du mécanisme pour un développement propre et de l'application conjointe, qui est installé au Ministère, continuera de promouvoir ces mécanismes au Canada et dans les pays en développement.

En avril, le MAECI (*Affaires étrangères*) a facilité la tenue, à Montréal, d'un séminaire international sur les mécanismes de développement propres (MDP) — base d'un partenariat opérationnel pour le développement durable au sein de la Francophonie. Les participants à ce séminaire, organisé sous les auspices de l'Institut de l'énergie et de l'environnement de la Francophonie, ont lancé une initiative de partenariat concernant les MDP, assortie d'une stratégie pour la période 2005-2009. Les MDP font partie intégrante de la mise en œuvre de l'Accord de Kyoto (<http://www.iepf.org>).

## Conformité

Le Ministère a veillé à ce que ses initiatives soient conformes aux lois, aux directives et aux instruments de politique touchant le développement durable. En 2004 - 2005, il a présenté un rapport sur les progrès de sa stratégie de développement durable, baptisée Action 2006. Il a aussi procédé aux évaluations environnementales stratégiques exigées dans ses Mémoires au Cabinet, en conformité avec la Directive du Cabinet sur l'évaluation environnementale des projets de politiques, de plans et de programmes (2004), ainsi qu'à celles de neuf projets internationaux en vertu de la *Loi canadienne sur l'évaluation environnementale*. Il a également poursuivi la mise en œuvre de son Système de gestion environnementale dans le cadre de ses activités au pays et à l'étranger.

## Autres réalisations

Voici d'autres réalisations ministérielles importantes qui méritent d'être mentionnées même si elles ne figuraient pas dans les priorités établies.

### *Secours aux sinistres et prévention des catastrophes*

La Section des affaires humanitaires a coordonné avec efficacité la réponse interministérielle du Canada au tsunami qui s'est produit dans l'Océan Indien le 26 décembre 2004. En recourant aux pratiques en vigueur et

*étrangères*) a grandement contribué à l'élaboration du Plan stratégique de la CCE en matière de commerce et d'environnement, ainsi qu'à une meilleure coordination des efforts déployés par la Commission du libre-échange de l'ALENA et la CCE relativement à l'élaboration du programme de travail de la CCE.

La Convention des Nations Unies sur la biodiversité offre un forum permettant de discuter d'un régime international régissant les ressources génétiques et le partage des avantages découlant de leur utilisation. Pour faciliter la négociation de cet éventuel régime, le Canada a recensé et examiné les domaines qui préoccupent les pays tant développés qu'en développement, en tenant compte de l'expérience acquise dans la mise en œuvre du régime national d'accès et des Directives de Bonn, ainsi que des instruments internationaux existants. Le Groupe de travail de la Convention s'est réuni à trois reprises pour discuter des lacunes du statu quo réglementaire et des solutions possibles. Un atelier d'experts convoqué en décembre 2004, à l'initiative du Canada et du Mexique, a, de l'avis général, beaucoup contribué à la compréhension des dossiers en question; on y a aussi vu un modèle à suivre. Dirigées conjointement par l'Environnement Canada et le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*), les délégations canadiennes à ces réunions y ont joué un rôle très actif (<http://www.biodiv.org/programmes/socioeco/benefit/default.asp>).

Les démarches fructueuses du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) et d'autres ministères auprès de la Russie ont galvanisé les efforts de la communauté internationale visant la ratification du Protocole de Kyoto, et conduit à son entrée en vigueur en février 2005. La mise en œuvre des Accords de Marrakech sera achevée au moment de la 11<sup>e</sup> Conférence des Parties à la Convention cadre des Nations Unies sur le changement climatique. La première réunion des Parties au Protocole de Kyoto doit se tenir au Canada, plus précisément à Montréal, du 28 novembre au 9 décembre 2005. Un dialogue stratégique plus vigoureux sur le changement climatique est déjà en cours. L'analyse rigoureuse des intérêts et des options concernant les engagements futurs du Canada fait présentement l'objet d'un examen interministériel, et servira à préparer le Canada à la réunion de Montréal et aux négociations internationales qui suivront. L'intérêt accru à l'égard des mécanismes de Kyoto a suscité une discussion plus poussée sur d'autres

rapport que le Groupe a déposé en décembre 2004. Ce rapport a par la suite servi de base aux propositions que le Secrétaire général lui-même a avancées dans son rapport de mars 2005 intitulé *Dans une liberté plus grande*. Le Canada a bien accueilli le rapport du Groupe de haut niveau et celui du Secrétaire général. Le dialogue se poursuit avec les alliés et l'ONU pour favoriser la mise en œuvre de ces idées et de ces propositions.

Le Canada a contribué à renforcer le libellé du rapport du Secrétaire général sur la réforme de l'ONU, en ce qui concerne tant les droits de la personne que la mise en place en ce domaine d'un organisme crédible et efficace assorti d'un mécanisme d'examen par les pairs. Il a également veillé à ce que le document reflète l'importance des droits de la personne dans le travail de l'ONU, ainsi que le rôle important du Haut-Commissariat des Nations Unies pour les réfugiés.

Le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) a travaillé de près avec Citoyenneté et Immigration Canada sur le mémoire présenté par le Canada à la Commission mondiale sur les migrations internationales (décembre 2003 à automne 2005), qui remettra ses recommandations au Secrétaire général de l'ONU en octobre 2005 concernant la gestion des migrations nationales et internationales.

## Développement durable

Le développement durable est une question transversale qui a été abordée dans plusieurs réunions de l'APBC cette année, et qui a été incorporée au plan de travail annuel de ce forum en mai 2004. Le comité ECOTECH coordonnera les activités transversales liées au développement durable. Le Canada a aussi organisé avec succès un atelier pour analyser et expliquer les répercussions environnementales des mesures de libéralisation du commerce ([http://www.apecc.org/apecc/apecc\\_group/other\\_apecc\\_group/sustainable\\_development.html](http://www.apecc.org/apecc/apecc_group/other_apecc_group/sustainable_development.html)).

Grâce au rôle actif du MAECI (*Affaires étrangères*) en étroite collaboration avec le ministère du Commerce international, les principales recommandations du Rapport du Conseil d'examen décennal à la Commission de coopération environnementale (CCE) ont été intégrées aux opérations et activités de cette dernière. Par exemple, le ministère des Affaires étrangères et du Commerce international (*Affaires*

coordination entre les délégations canadiennes aux principales rencontres de l'ONU, et permis de la sorte au Canada d'y atteindre plus facilement ses objectifs. Ces approches conjuguées ont surtout été efficaces dans le travail de mise en œuvre de la Convention cadre sur le contrôle du tabac de l'Organisation mondiale de la santé (OMS), dans les négociations sur le Règlement sanitaire international de l'OMS, ainsi que dans les préparatifs du Canada à la deuxième phase du Sommet mondial sur la société de l'information, qui se tiendra à Tunis, en novembre 2005.

Pour faciliter les préparatifs de la participation nationale à la Décennie des Nations Unies pour l'éducation en vue du développement durable (DEDD) et pour soutenir l'objectif du développement durable, le Ministère a organisé deux rencontres des parties intéressées au niveau de la société civile et à différents niveaux du gouvernement. Cette initiative a permis de constituer un réseau actif composé de quelque 60 groupes et placé sous la supervision d'un comité directeur provisoire. L'objectif global de la DEDD est d'intégrer les valeurs du développement durable à tous les aspects de l'apprentissage, afin d'encourager des changements d'attitude qui conduiront à une société plus durable et plus juste pour tous.

Un processus d'examen a été mis en place en vue de l'Assemblée générale des Nations Unies et de la session de la Commission des droits de l'homme. Cela a permis au Ministère d'améliorer la coopération avec les autres ministères et la société civile sur des questions d'intérêt commun, et de mettre l'accent sur les priorités du gouvernement.

Le Ministère a dirigé avec succès la préparation du Canada à la Conférence sur la prévention des catastrophes naturelles, tenue à Kobe, au Japon, en janvier 2005, une activité à laquelle ont participé huit ministères fédéraux, ainsi que de nombreux établissements et ONG. Bien étoffées et réfléchies, les positions du Canada ont influé sur les résultats finaux de la conférence.

Outre son travail sur la responsabilité de protéger, le Canada a poursuivi ses démarches concernant la réforme de l'ONU, avec la présentation d'un autre document de fond au Groupe de personnalités de haut niveau sur les menaces, les défis et le changement. Certaines des idées canadiennes ont été reprises dans le

Grâce à des alliances conclues avec des gouvernements d'optique commune, comme ceux membres du Groupe de Genève, qui réunit les plus importants contributeurs au budget de l'ONU, le Canada et ses partenaires ont élaboré et mis en œuvre des stratégies communes en matière de gouvernance institutionnelle, par exemple la surveillance (en particulier les vérifications internes et externes), la gestion axée sur les résultats et l'établissement des priorités au sein des organisations onusiennes.

Le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) a organisé la participation du gouvernement au Forum mondial des villes d'ONU-Habitat 2004, et coordonné ses positions de négociation devant le Conseil des gouverneurs. Le Canada a reconduit son partenariat clé avec ONU-Habitat, et accueillera le Forum mondial des villes en 2006. Il travaille de près avec ONU-Habitat pour améliorer la structure et l'efficacité du Forum afin que celui-ci soit en mesure de relever les importants défis de l'urbanisation mondiale. Le Canada collabore aussi avec le Conseil des gouverneurs pour renforcer le plan de travail et améliorer la situation financière d'ONU-Habitat.

Le Canada participe activement aux efforts en cours concernant la réforme et le renouvellement de l'OCDE. Un des objectifs à long terme est de rendre le travail de l'OCDE plus global en termes de portée et de pertinence. Dans ce contexte, le Canada dirige l'élaboration d'une stratégie de rapprochement avec les pays non-membres, et s'est engagé à présider le comité qui sera chargé d'appliquer cette stratégie au cours de l'année à venir. Le Canada, les États-Unis et d'autres pays se sont entendus sur la nécessité de réformer la gouvernance de l'OCDE avant tout élargissement. Le Ministère a procédé à des consultations pour établir un tableau pan gouvernemental des priorités canadiennes en vue d'alimenter le programme de travail et le processus budgétaire de l'OCDE. Toujours désireux d'améliorer la réforme de la gestion à l'OCDE, le Canada a aussi fourni un représentant qui siège au Conseil des vérificateurs.

Le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) a continué de présider le Comité interministériel sur les institutions spécialisées en vue d'assurer une approche commune des questions transversales à l'ONU. Cela a débouché sur une bonne

## Renforcement des organisations multilatérales

En 2004, devant les tensions provoquées par la situation iraquienne, le Canada s'était fixé comme objectif au G8 de renforcer la relation transatlantique. Le G8 apporte aussi un soutien politique constant aux programmes et aux priorités d'autres institutions multilatérales, comme l'APÉC, l'OCDE et l'Organisation mondiale du commerce.

Le Canada met tout en œuvre pour consolider l'APÉC. Les ministres ont approuvé, en novembre 2004, une liste de recommandations ayant pour but de simplifier les procédures internes, d'accroître la coordination entre les forums et d'améliorer le dialogue avec la communauté des gens d'affaires et autres intervenants. Ces mesures visent à faire en sorte que les activités opérationnelles de l'APÉC soient davantage axées sur les priorités et les politiques, et qu'elles répondent mieux aux instructions des dirigeants et des ministres ([http://www.apec.org/apec/ministerial\\_statements/annual\\_ministerial/2004\\_16th\\_apec\\_ministerial.html](http://www.apec.org/apec/ministerial_statements/annual_ministerial/2004_16th_apec_ministerial.html) sous la rubrique « APEC Reform »).

Le Canada a prévu d'accorder une aide financière à l'Organisation internationale de la Francophonie et à ses opérateurs pour leur permettre une plus grande latitude dans le développement du programme. Il voudrait persuader d'autres donateurs d'en faire autant.

Le Canada a exercé un rôle majeur dans l'élaboration du Cadre stratégique décennal adopté au Sommet de Ouagadougou, qui identifie les principales missions de la Francophonie pour les 10 années à venir. Il a aussi insisté sur la réforme institutionnelle de la Francophonie (<http://www.francophonie.org>).

Une mission a été dépêchée à Bucarest, site du Sommet de la Francophonie de 2006, afin d'évaluer les besoins organisationnels de la Roumanie et la contribution que le Canada pourrait apporter au niveau des préparatifs.

Les négociations ont commencé avec le gouvernement du Québec en vue de la signature d'un protocole d'entente entre le Canada et le Québec sur le partage des responsabilités concernant l'organisation du Sommet de Québec en 2008.

En 2004-2005, le programme des jeunes professionnels à l'étranger 464 jeunes dans le cadre de 47 projets reflétant le mandat du Ministère. Forts de cette expérience, ces jeunes gens peuvent par la suite accéder plus facilement au marché du travail. Environ 40 % des placements ont porté sur des thèmes comme le développement démocratique, la bonne gouvernance, les droits de la personne, la sécurité humaine et la primauté du droit. Grâce à ce programme, un plus grand nombre de jeunes et d'organisations, y compris des groupes visés par l'équité en matière d'emploi, sont prêts à travailler à l'étranger. Le programme leur offre une voie d'accès privilégiée au marché international du travail, et permet de mieux faire connaître le Canada et ses valeurs à l'étranger.

Environ 70 placements ont été faits dans le cadre du programme des jeunes professionnels à l'international auprès de 7 organisations multilatérales, ainsi que de 15 organismes et divisions du système des Nations Unies. Il y en a eu une quarantaine aux États-Unis, dont 30 liés au développement durable.

Le Canada a considérablement intensifié sa campagne internationale en faveur de la responsabilité de protéger et obtenu que la question soit officiellement examinée dans le contexte de la réforme de l'ONU. Ce consensus international de plus en plus marqué se reflète dans le rapport présenté en décembre 2004 par le Groupe de personnalités de haut niveau sur les menaces, les défis et le changement, qui appuient les principaux éléments de la responsabilité de protéger, comme l'avait recommandé le Canada dans son mémoire à ce groupe. Le Canada a également rédigé et négocié un document transrégional sur la responsabilité de protéger dans le cadre du Groupe des amis pour la réforme de l'ONU. Ce document a beaucoup contribué au suivi que le Secrétaire général, dans son rapport intitulé *Dans une liberté plus grande*, a donné aux recommandations du Groupe de haut niveau. En continuant de piloter les efforts dans ce domaine, le Canada favorise le respect des normes internationales, ce qui permettra à la communauté internationale de réagir à temps et efficacement aux graves violations des droits de la personne et du droit international humanitaire, par exemple les crimes de guerre, le génocide, l'épuration ethnique et les crimes contre l'humanité ([http://www.international.gc.ca/canada\\_un/ottawa/menu-fr.asp](http://www.international.gc.ca/canada_un/ottawa/menu-fr.asp)).

Préchant par l'exemple, le Canada a présenté volontairement un rapport en 2005 ([http://www.apec.org/apec/about\\_apec/how\\_apec\\_operates/action\\_plans\\_.html](http://www.apec.org/apec/about_apec/how_apec_operates/action_plans_.html)).

Pour aider les pays en développement, le G8 a adopté à son Sommet de Sea Island un Plan pour lutter contre la corruption et améliorer la transparence ([http://www.g8.gc.ca/g8\\_fight\\_corr\\_fr.asp](http://www.g8.gc.ca/g8_fight_corr_fr.asp)).

Le Canada a joué un rôle prépondérant dans la décision prise par l'Organisation internationale de la Francophonie (OIF) de suspendre le Togo de cette organisation par suite du coup d'État constitutionnel qui a suivi la mort du président Eyadéma en mars 2005. C'était la première fois que l'OIF prenait des sanctions aux termes de la Déclaration de Bamako.

Le Canada a encouragé et soutenu les efforts du Secrétaire général de l'OIF en agissant comme médiateur et en proposant ses bons offices pour trouver des solutions aux crises en République de Côte d'Ivoire (RCI) et plus particulièrement dans la région africaine des Grands Lacs. Certes, il reste encore beaucoup à faire, mais des progrès, aussi fragiles puissent-ils être, ont été accomplis en RCI.

Après avoir renforcé le dialogue avec les organisations autochtones nationales sur les ébauches de déclaration de l'OEFA et de l'ONU concernant les droits autochtones, le Canada a joué un rôle majeur sur les tribunes multilatérales, particulièrement à l'ONU, pour dégager un consensus sur des questions clés, comme le droit à l'autodétermination. En même temps, le Ministère a contribué à promouvoir et à mieux faire comprendre les questions autochtones ne concernant pas les droits, en collaborant avec les ONG pour organiser à Ottawa, en mars 2005, une conférence internationale sur la connectivité autochtone, laquelle contribuera aux préparatifs de la deuxième phase du Sommet mondial sur la société de l'information.

Le Canada a consolidé son rôle de chef de file dans les affaires circumpolaires en participant à la Réunion ministérielle du Conseil de l'Arctique, tenue en novembre 2004 à Reykjavik, en Islande, et à l'occasion de laquelle les ministres ont approuvé des rapports novateurs dans des domaines prioritaires pour le Canada, comme le changement climatique, le développement humain et le transport maritime dans l'Arctique.

tation sexuelle. En raison de la controverse que suscite toujours une telle initiative, cette résolution n'a jamais été étudiée. Le Canada a toutefois réussi à s'entendre à cet égard avec 32 autres gouvernements sur une déclaration conjointe, qui a été lue en séance plénière et bien accueillie.

L'année 2005 marque le 10<sup>e</sup> anniversaire de la Quatrième Conférence internationale sur les femmes (Beijing 1995), ainsi que de la Déclaration et du Programme d'action qui en sont issus et qui ont fait date. Le Canada a beaucoup contribué au fait que les normes internationales concernant les droits des femmes et l'égalité des sexes ont été réaffirmées d'un commun accord dans la Déclaration de Beijing + 10. Cette déclaration montre bien que le Programme de Beijing est toujours d'actualité dans le contexte des Objectifs du Millénaire pour le développement (<http://www.un.org/womenwatch/daw/csw/csw49/documents.html>).

Lors d'une séance extraordinaire de haut niveau des Nations Unies tenue le 14 octobre 2004 pour souligner le 10<sup>e</sup> anniversaire de la Conférence internationale sur la population et le développement (CIPD), le premier ministre Martin a signé, avec les autres dirigeants, la Déclaration des dirigeants mondiaux, un document qui réaffirme le Programme d'action que la CIPD avait adopté en 1994 pour combattre la pauvreté et promouvoir la santé génésique ainsi que les droits de la personne.

Le Canada a été l'un des principaux contributeurs du programme anticorruption de l'APBC en 2004-2005. L'APBC a tenu sa première réunion d'experts en ce domaine en septembre 2004 à Santiago et a adopté, en février 2005, le mandat créant le Groupe de travail anticorruption. Le Canada fait partie du petit nombre d'économies membres chargées de superviser ce groupe de travail ([http://www.apec.org/apec/apec\\_groups/other\\_apec\\_groups/anti-corruption.html](http://www.apec.org/apec/apec_groups/other_apec_groups/anti-corruption.html)).

En 2004, le Canada a réussi à faire inclure les normes de transparence de l'APBC dans les Plans d'action individuels que les membres doivent présenter chaque année. Ces normes obligent les membres à prendre certaines mesures, par exemple publier toutes lois et créer des mécanismes d'appel pour les décisions administratives. Les rapports sur les normes de transparence devaient mener à un meilleur respect de ces dernières.

thème de la sécurité des documents de voyage en Malaisie, l'autre sur la sécurité aéroportuaire en Chine ([http://www.apec.org/apec/apec\\_groupe/som\\_special\\_task\\_groupe/counter\\_terrorism.htm](http://www.apec.org/apec/apec_groupe/som_special_task_groupe/counter_terrorism.htm)).

Le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*), l'ACDI et le ministère des Finances ont conçu un nouveau cadre de gestion pour l'Enveloppe de l'aide internationale (EAI), afin que cette aide soit accordée de manière transparente et collégiale, en fonction des priorités canadiennes. Ce nouveau cadre met davantage l'accent sur la paix et la sécurité. Le Ministère sera chargé de gérer le volet Paix et sécurité de l'Enveloppe, d'une valeur de quelque 400 millions de dollars en 2005-2006, à l'appui des engagements pris en ce domaine dans l'Enoncé de

Au cours de l'année écoulée, le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) a appuyé le leadership d'Industrie Canada dans les discussions de l'APÉC sur le cybercommerce et la sécurité informatique. Industrie Canada, qui avait déjà présidé le Groupe directeur sur le commerce électronique de l'APÉC, en est aujourd'hui le vice-président ([http://www.apec.org/content/apec/apec\\_groupe/som\\_special\\_task\\_groupe/electronique\\_commerce.htm](http://www.apec.org/content/apec/apec_groupe/som_special_task_groupe/electronique_commerce.htm)).

## Promotion des droits de la personne, de la bonne gouvernance et de la primauté du droit

Lors du dernier Sommet de la Francophonie, tenu à Ouagadougou, au Burkina Faso, les chefs d'État et de gouvernement ont convenu, à l'initiative du premier ministre Martin, d'organiser une conférence ministérielle de la Francophonie sur la prévention des conflits et la sécurité humaine. Cette conférence, qui se tiendra au Canada au printemps 2006, contribuera à renforcer la Déclaration de la Francophonie faite à Bamako sur les pratiques, les droits et les libertés démocratiques, et contribuera à l'universalisation du principe de la responsabilité de protéger. Il y a lieu de noter ici que, grâce à une proposition du Canada, la déclaration finale du Sommet de Ouagadougou reconnaît ce principe.

Le Canada a proposé de coparrainer, avec d'autres pays de même optique, une nouvelle résolution à la Commission des droits de l'homme des Nations Unies sur la lutte contre la discrimination fondée sur l'orien-

relation bilatérale et de faire converger les priorités pour une action du G8. Les États-Unis ont particulièrement bien accueilli le soutien et la participation subséquente du Canada à leurs initiatives de haute priorité concernant la sécurité ainsi que le Moyen-Orient et l'Afrique du Nord. Le Canada a aussi contribué à dénouer les tensions dans les relations transatlantiques au sein du G8 relativement à la guerre en Irak. C'était la une priorité clé du Sommet, une priorité associée à un autre de nos objectifs, qui était d'amener les États-Unis à accentuer leur participation multilatérale à un moment difficile, en les aidant à organiser un Sommet fructueux (<http://www.g8.gc.ca/sumdocs2004-fr.asp>).

Quand le débat sur la réforme de l'ONU s'est accéléré, le Canada n'a pas ménagé ses démarches auprès des États-Unis, notamment par l'entremise du U.S. Institute of Peace Task Force, dirigé par l'essayateur George Mitchell et l'ancien président de la Chambre des représentants Newt Gingrich.

Conformément aux objectifs de la Politique de sécurité nationale et du Plan d'action pour une frontière intelligente, le MAECI (*Affaires étrangères*) a collaboré avec CIC et le Bureau du Conseil privé (BCP) afin d'assurer la mise en œuvre de l'Accord pour la coopération en matière d'examen des demandes de statut de réfugiés présentées par des ressortissants de pays tiers, accord aux termes duquel les États-Unis et le Canada assument conjointement la responsabilité de protéger les réfugiés authentiques et gèrent les demandes de statut de réfugié de façon plus ordonnée. L'accord définit aussi les paramètres pour le suivi et les rapports concernant la désignation d'un « pays tiers sûr ».

## Réduction de la menace internationale et campagne antiterroriste

En étroite collaboration avec les États-Unis, le Canada a joué un rôle de premier plan pour faire connaître la lutte que mène l'APÉC contre le terrorisme dans la région de l'Asie Pacifique. Il a contribué à l'établissement des lignes directrices sur le contrôle des systèmes portatifs de défense antiaérienne (SPDAA) et encouragé la mise en œuvre des protocoles additionnels conclus avec l'Agence internationale de l'énergie atomique. Le Canada a aussi travaillé avec l'APÉC pour renforcer la capacité antiterroriste de ses partenaires en Asie Pacifique et organisé à cette fin deux ateliers, un sur le

2.1.2.2.2 Moyen d'atteindre notre objectif à long terme

Étant donné la gamme étendue et souvent transversale des questions relevant du mandat du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*), l'atteinte de résultats dans le domaine des enjeux mondiaux exige des partenariats de grande envergure mais variables, sur le plan tant national qu'international. Dans l'ensemble, le réseau des interlocuteurs doit être vaste, chaque grappe de partenaires étant fonction du dossier concerné et de l'objectif visé. Les autres ministères fédéraux clés ayant le mandat et la compétence voulus pour intervenir dans des dossiers mondiaux précis sont les suivants : Finances, Justice, Agence canadienne de développement international, Ressources naturelles Canada, Environnement Canada, Service canadien des forêts, Patrimoine canadien, Pêches et Océans Canada, Industrie Canada, Citoyenneté et Immigration Canada, Ressources humaines et Développement des compétences Canada, ministre du Commerce international et Santé Canada. En outre, de nombreux dossiers couvrent des domaines relevant de la compétence des gouvernements provinciaux et territoriaux, dont il faut activement rechercher la collaboration. De même, les avis et la compétence d'autres intervenants — dont le secteur privé, les ONG qui se consacrent aux droits de la personne, à l'environnement, etc., les universitaires et les groupes de réflexion — doivent aussi être pris en compte soigneusement. Sur le plan international, le Ministère poursuit ses objectifs par l'intermédiaire et avec l'aide des nombreuses institutions au sein desquelles il exerce la responsabilité première au sein du gouvernement : le système des Nations Unies, le G8, l'éventuel I20, le Commonwealth, la Francophonie, l'OCDE et l'APÉC.

2.1.2.2.3 Notre environnement de travail

Dans une perspective ministérielle, la récente restructuration du MAECI (*Affaires étrangères*) signifie que le travail sur les dossiers mondiaux ne correspond plus parfaitement à l'un ou l'autre des secteurs d'activité recensés dans le RPP pour 2004-2005. Le rapport sur le dernier exercice couvre donc plusieurs priorités.

2.1.2.2.4 Réalisations en fonction des priorités

Le RPP pour 2004-2005 formulait les priorités suivantes sur le plan des enjeux mondiaux :

- les relations Canada-Etats-Unis;
- la réduction de la menace internationale et la campagne antiterroriste;
- la promotion des droits de la personne, de la bonne gouvernance et de la primauté du droit;
- le renforcement des organisations multilatérales;
- le thème du développement durable.

Relations Canada-Etats-Unis

La participation du Canada aux préparatifs et activités du Sommet du G8 a été l'occasion de renforcer la

Avec la mondialisation qui s'accroît, la prospérité et la sécurité du Canada sont plus que jamais directement touchées par les tendances et les événements sur la scène internationale. Même la nature de la souveraineté évolue, au moment où la communauté mondiale s'efforce de démêler des questions allant de la responsabilité qu'ont les États de protéger leur propre population à un patrimoine mondial commun menacé sur plusieurs fronts. De nombreux nouveaux dossiers se sont greffés

ments dans le contexte de la sécurité internationale, p. ex. dans les affaires canado-américaines, les discussions sur la défense antimissiles balistiques exigeant la négociation d'une modification de l'Accord sur le NORAD, tandis que la visite du président Bush a fourni l'occasion de faire entendre un important message sur la sécurité du continent. La position iran-sigante de l'Iran en matière nucléaire a exigé que le Canada joue à l'AIEA un rôle plus actif que prévu. La dégradation soudaine de la situation à Haïti et au Darfour a entraîné un engagement plus lourd et plus coûteux que prévu. Les menaces terroristes contre les intérêts canadiens dans l'Asie du Sud-Est ont également exigé des réactions importantes et immédiates. Un autre enseignement, c'est que le manque de fonds est pour le MAECI (*Affaires étrangères*) une entrave à la capacité du Canada d'exercer un leadership dans l'intervention dans les crises internationales. Le budget de 2005 commence à régler le problème financier.

## 2.1.2.2 Enjeux mondiaux

Le travail en ce domaine contribue à la sécurité et à la coopération internationales, définies comme « un système international pacifique et fondé sur le droit, qui reflète les valeurs canadiennes et protège le Canada des menaces venant de l'étranger ». Il concourt aussi au développement durable, un thème pangouvernemental.

## 2.1.2.2.1 Notre mandat relatif à l'activité de programme

Le Ministère a pour mandat de promouvoir le multilatéralisme renouvelé, axé sur des résultats qui :

- servent la cause de la sécurité humaine, par la bonne gouvernance, la protection des droits de la personne et le respect de la diversité;
- soutiennent des stratégies de développement durable plus efficaces, notamment par un accroissement de la sécurité énergétique;
- renforcent le développement international, y compris par des initiatives de santé publique;
- modernisent, consolident et mobilisent les institutions multilatérales pour une plus grande efficacité; contribuent à resserrer les relations canado-américaines, notamment par un appui à la lutte contre le terrorisme et les autres menaces à la sécurité internationale.

Le programme tels qu'ils sont énoncés dans les CGRR et les CVAR qui ont été élaborés au départ dans le processus d'approbation de ce programme très fructueux. L'évaluation indépendante finale et globale qui a été faite des cinq premières années du PSH a même conclu que « le PSH appuie entièrement les objectifs de la politique étrangère du Canada et le Cadre de planification et de priorités stratégiques du Ministère » et signale que « le PSH est un moyen efficace de servir la stratégie canadienne de sécurité humaine ». Chaque année, de façon automatique, 10 % des projets du PSH font l'objet d'une vérification.

- Le rapport annuel de l'Observatoire des mines (<http://www.icbl.org/lm>) est une initiative de la société civile qui permet de surveiller systématiquement et de documenter l'application par les divers pays de la Convention d'Ottawa et la réponse humaine-taire à la crise mondiale des mines antipersonnel. En 2004, le rapport de l'Observatoire des mines, qui porte sur un examen spécial après cinq ans, a signalé une importante réduction dans l'utilisation de mines antipersonnel, une diminution radicale du nombre de pays producteurs, qui est passé de 50 à 15, et une interruption presque complète du commerce international de ces mines. Fait plus important encore, le taux de victimes continue de diminuer dans la plupart des pays.

Le Canada a contribué activement et directement aux efforts du G8 visant à atténuer la menace nucléaire en retirant le combustible de deux vieux sous-marins russes à propulsion nucléaire et en démantelant un autre sous-marin. Un autre sous-marin a été démantelé à 50 %.

- L'ancien sénateur américain Sam Nunn, coauteur du U.S. Cooperative Threat Reduction Program, a reconnu le rôle de premier plan du Canada dans le Partenariat mondial lors d'une conférence de presse, le 7 février 2005, à Washington, après la signature d'un accord de contribution entre le Canada et la Nuclear Threat Initiative (NTI).

## 2.1.2.1.6 Analyse des réalisations et leçons apprises

L'importante leçon à tirer chaque année, c'est qu'une grande instabilité continue de caractériser la sécurité internationale. Par conséquent, les ajustements apportés au cours de l'année pour refléter les change-

Ministère ont eue au cours de l'année écoulée. Les voici :

- Les réalisations de 2004-2005 dans les relations canado-américaines ont préparé le terrain pour une négociation efficace du renouvellement de l'Accord sur le NORAD, qu'on peut présenter comme la pierre angulaire symbolique des relations entre les deux pays en matière de défense et de sécurité.
- Le Canada a de nouveau été présenté par les États-Unis comme un partenaire essentiel et un modèle de coopération bilatérale dans la campagne contre le terrorisme.
- Les efforts et les réalisations du Canada dans les organisations internationales ont préparé le terrain pour que soient appuyées les priorités et les initiatives canadiennes dans des tribunes comme celles de l'ONU, de l'AIEA et du G8, par exemple dans les négociations à la conférence d'examen du Traité de non-prolifération nucléaire de 2005, la dernière mise au point de la convention sur le terrorisme nucléaire, la création d'un nouveau service de sécurité mondiale et de planification stratégique dirigé par le Canada au Centre international des sciences et de la technologie (CIST) et l'élection du Canada à la présidence du conseil d'administration de l'AIEA.
- Le respect pour le leadership du Canada à la CICAD de l'OEPA (programme de lutte contre les drogues de l'OEPA) a valu au Canada d'être nommé par acclamation pour présider l'importation examen du MEM en 2005-2006, et le Secrétaire de la CICAD a officiellement reconnu le leadership que le Canada exerce au sein du groupe d'experts sur le trafic maritime de stupéfiants de la CICAD pour promouvoir la coopération internationale et la coordination entre les États membres.
- Le Ministère insiste sans relâche pour obtenir des résultats en veillant à ce que les projets approuvés comportent des produits à livrer valables qui reflètent clairement les objectifs du programme tels qu'ils sont énoncés dans les Cadres de gestion et de responsabilisation axés sur les résultats (CGRR) et les Cadres de vérification axés sur les risques (CVAR). Il y a eu une vérification indépendante dont le rapport sera présenté sous peu.
- Dans le PSH, on insiste constamment pour obtenir des résultats en veillant à ce que les projets approuvés comportent des produits à livrer valables qui reflètent clairement les objectifs du programme et de responsabilisation axés sur les résultats (CGRR) et les Cadres de vérification axés sur les risques (CVAR). Il y a eu une vérification indépendante dont le rapport sera présenté sous peu.

des capacités à des partenaires étrangers qui n'ont pas les ressources ou les compétences nécessaires pour prévenir le terrorisme et riposter, aide qui contribue donc à leur sécurité et à la nôtre. Par exemple, grâce au processus de Bali pour la lutte contre le terrorisme, des juristes et des spécialistes de l'application de la loi mettent en commun de l'information sur l'extradition, l'aide juridique mutuelle et l'application transfrontalière des lois, ce qui finira par aboutir à une meilleure coopération entre les États participants dans l'application de la loi et sur le plan judiciaire. Il y a également des progrès tangibles dans l'aide de spécialistes canadiens à des pays de l'Asie du Sud-Est concernant les lois antiterroristes, la planification d'urgence et la planification de la riposte.

Cette année, les contributions annuelles du Canada à l'Office des Nations Unies contre la drogue et la crime (2 millions de dollars) et à la Commission interaméricaine de lutte contre l'abus des drogues (CICAD) (900 000 \$) ont aidé à subvenir aux besoins de ces institutions et à renouveler des processus multilatéraux importants, y compris le mécanisme multilatéral d'évaluation du CICAD, dont le Canada a assumé la présidence de novembre 2003 à novembre 2004.

Le Canada, qui est l'un des principaux animateurs du mouvement en faveur de la création de la Cour pénale internationale (CPI) et de tribunaux pénaux internationaux pour juger les auteurs de génocide, de crimes contre l'humanité et de crimes de guerre, a exercé son leadership en 2005 avec l'aide du PSH. Ainsi, en 2004, le Canada a financé la Clinique juridique de l'Université McGill sur le Tribunal spécial pour la Sierra Leone, afin d'appuyer les recherches. Ce tribunal a été mis sur pied pour juger les principaux responsables de violations graves du droit humanitaire international et des lois de la Sierra Leone dans le territoire national depuis le 30 novembre 1996. Le Canada constate également avec satisfaction que six autres pays ont ratifié la Convention en 2004-2005. À l'exception d'un seul, tous ont reçu de l'aide du Canada pour cette ratification. L'an dernier, par exemple, le Kenya a participé à la formation, appuyée par le PSH, de personnel africain clé du CPI, formation dispensée à l'Université de Nottingham de Cape Town.

## 2.1.2.1.5 Surveillance du rendement

Un certain nombre d'indicateurs solides font ressortir l'incidence que les programmes et les activités du

par les organisations de sécurité des États. Ces réunions ont donné au Canada un rôle de premier plan dans les discussions sur l'accroissement de la portée du Programme d'action de l'ONU et le renforcement de son efficacité. Des ressources financières du PSH ont servi à respecter cette priorité, par exemple en appuyant les gouvernements et la société civile dans l'application de la Déclaration de Nairobi sur les armes légères (appuyée en mars 2000 par les États de la Corne d'Afrique et de la région des Grands Lacs).

#### Renforcement des institutions multilatérales

Les négociations avec l'Union européenne (UE) au sujet d'un accord cadre sur la participation du Canada à des opérations civiles et militaires dirigées par l'UE aident aux déploiements actuels et futurs de militaires et de civils canadiens, par exemple en Bosnie (EUFOR et EUPM) et favorisent des relations plus étroites entre le Canada et l'UE dans le domaine de la gestion de crises.

Le Canada a dirigé les efforts visant à renforcer l'efficacité de l'OSCE par des réformes de ses procédures financières et administratives dans le cadre d'un nouveau programme de gestion intégrée des ressources. Il a également fait une contribution importante à la mission d'observation des élections de l'OSCE en Ukraine, jouant un rôle clé dans la mise sur pied d'un groupe de personnalités chargé de formuler des recommandations sur les moyens d'améliorer l'efficacité de l'organisation et de respecter ses priorités en matière de politique dans le domaine des droits de la personne et de la bonne gouvernance.

Par sa participation active à l'ONU, au Groupe d'action contre le terrorisme (GACT) rattaché au G8, au Groupe de travail de l'APFEC contre le terrorisme, à la réunion interseptions du FRA sur le contre-terrorisme et le crime transnational, à la réunion ministérielle régionale de Ball sur la lutte contre le terrorisme, au Comité interaméricain contre le terrorisme (CICTE) de l'OEA et à plusieurs ateliers et séminaires de l'OSCE, le Canada a fait en sorte que l'action internationale contre le terrorisme soit plus efficace et a tiré parti de partenariats pratiques entre États. Cela comprend une coopération concrète entre les juristes et les spécialistes de l'application de la loi, une orientation solide en matière de politique, la coordination entre les donateurs qui accordent à d'autres États une aide au renforcement des capacités de lutte contre le terrorisme, et l'offre d'une aide canadienne ciblée au renforcement

qui a permis de mieux faire connaître le droit international et régional des réfugiés et fourni de l'information sur les nouvelles initiatives du Haut-Commissaire aux droits de l'homme de l'ONU concernant la protection des réfugiés et la recherche de solutions durables aux problèmes prolongés des populations réfugiées.

Les 19 et 20 janvier 2005, le MABCI (*Affaires étrangères*) a été l'hôte des huitièmes consultations sur la consolidation de la paix et la sécurité humaine, dont le thème était : Transitions de la guerre à la paix. La coordination a été assurée en partenariat avec le Comité coordonnateur canadien pour la consolidation de la paix (CCCCP), le Consortium canadien sur la sécurité humaine (CCSH), le Centre de recherches pour le développement international (CRDI) et l'ACDI. Ces consultations ont été l'occasion d'intéresser des décideurs, des universitaires et des représentants de la société civile aux enjeux de la consolidation de la paix et de la sécurité humaine. Elles ont attiré un nombre record de 425 participants ([http://www.humansecurity.gc.ca/canadiens\\_consultations-fr.asp](http://www.humansecurity.gc.ca/canadiens_consultations-fr.asp)).

Les défis complexes en matière de sécurité que fait apparaître la prolifération illégale des armes légères et de petit calibre nécessitent des réactions tout aussi complexes et de nouveaux partenariats. Le Canada a cherché à faire progresser ce dossier en travaillant avec les 13 pays du Réseau de la sécurité humaine (RSH) et d'autres gouvernements d'optique commune, en partenariat avec des ONG internationales, sur des questions qui concernent aussi bien l'offre que la demande. De la sorte, le Canada s'est porté à l'avant-garde des efforts internationaux visant à promouvoir une approche plus complète et plus solide du problème de la prolifération de ces armes. Le Canada a convoqué, au printemps 2005, deux groupes internationaux d'experts en la matière pour étudier les questions de politique émergentes, comme des normes mondiales sur le contrôle des transferts, la possession d'armes à feu par des civils et l'utilisation abusive des armes à feu

(PSH), doté de 10 millions de dollars par année, qui a été renouvelé au début de 2005 pour une deuxième phase de cinq ans. En 2004-2005, le PSH a financé 200 projets dans plus de 25 pays, ce qui a permis de mettre en valeur l'approche axée sur la personne que le Canada préconise en politique étrangère. Le fonds appuie un renforcement du leadership diplomatique et de la promotion et celui des mécanismes multilatéraux, le renforcement des capacités du Canada et des initiatives ciblées visant certains pays qui sont axés sur la protection des civils, la prévention des conflits, les opérations de soutien de la paix, la réforme du secteur de la sécurité, la responsabilisation et la sécurité publique.

Pour ce qui est de la promotion de la bonne gouvernance, le Canada a fait porter ses efforts surtout sur la primauté du droit. Dans la seule région du Moyen-Orient, le PSH a appuyé la création d'une bibliothèque juridique virtuelle à l'intention des juristes palestiniens et israéliens qui s'occupent de causes d'appropriation de terres et de droits de la personne dans les territoires palestiniens; un projet de travail avec des éducateurs, des dirigeants communautaires et les milieux juridiques visant à promouvoir les droits des enfants dans les territoires palestiniens; une mission d'évaluation du judiciaire dans les territoires palestiniens, qui a servi de fondement à un projet de 4,5 millions de dollars sur le renforcement des capacités judiciaires palestiniennes que le premier ministre Martin a annoncé récemment. Le Canada a également fourni un appui financier et matériel au Centre régional de la sécurité humaine d'Ammann, en Jordanie, au moyen de conférences, de séminaires et d'ateliers de formation sur les droits de la personne et la responsabilisation des gouvernements, ce qui a aidé à faire progresser la bonne gouvernance dans ce pays et, plus largement, au Moyen-Orient.

La majorité des projets financés par le PSH qui ont été réalisés en Afrique ont appuyé directement les compétences 1 et 2 du Plan d'action pour l'Afrique du G8, dont le Canada a été l'un des principaux architectes (<http://www.g8.gc.ca/2002Kananaskis/kananaskis/afraction-fr.pdf>). Voici des exemples de cet appui : le déploiement de deux experts canadiens auprès du Programme des Nations Unies pour le développement pendant un an pour aider aux préparatifs nationaux en vue du désarmement, de la démobilisation et de la réinsertion au Soudan; le soutien accordé à la Conférence sur la protection des réfugiés en Afrique,

La Conférence des ministres de la Défense de l'OEA, qui a eu lieu en Équateur en novembre 2004, est parvenue à un accord qui tient compte du point de vue du Canada sur le renforcement de la coopération dans l'hémisphère en ce qui a trait à l'interopérabilité dans le soutien de la paix, tout en réaffirmant le respect des forces armées de l'OEA pour la démocratie, les droits de la personne et la primauté du droit.

Le 21 mai 2004, le Canada a signé la Convention des Nations Unies contre la corruption, et il travaille maintenant sur les procédures de ratification. Comme convenu au G8, le Canada a aidé d'autres pays à appliquer cette convention et un texte connexe, la Convention des Nations Unies contre la criminalité transnationale organisée, qui comprend également des dispositions sur la corruption et le blanchiment d'argent. Le Canada continuera de participer au Groupe de travail d'experts de l'APEC sur la lutte contre la corruption. En février 2005, le Canada a présenté une mise à jour des mesures canadiennes visant à mettre en œuvre un texte de l'Organisation de coopération et de développement économiques (OCDE), la Convention sur la lutte contre la corruption d'agents publics étrangers dans les transactions commerciales internationales, et il a été le principal examinateur de la mise en œuvre de cette convention par le Royaume-Uni.

Le Canada a joué un rôle crucial dans le renforcement de la riposte internationale au terrorisme fondée sur des normes internationales communes et convenues, y compris la primauté du droit, la bonne gouvernance et le respect des droits humains internationaux et du droit humanitaire, malgré une résistance considérable à insister sur ce dernier élément de la part de certains participants à certaines instances internationales. Le Canada a obtenu la reconnaissance expresse de ces obligations en matière de droits de la personne dans une déclaration commune à la 16<sup>e</sup> réunion ministérielle de l'APEC, qui a eu lieu à Santiago, au Chili, en novembre 2004, et dans la déclaration du FRA sur le renforcement de la sûreté dans les transports face au terrorisme international, à Jakarta, en Indonésie, en juillet 2004.

Le Canada continue d'assurer un leadership international dans l'élaboration et la promotion du programme de la sécurité humaine. Le principal mécanisme utilisé à cet égard est le Programme de la sécurité humaine

plus particulièrement fait connaître ses pratiques exemplaires en la matière.

## Promotion des droits de la personne, de la bonne gouvernance et de la primauté du droit

Le Canada a fait une importante contribution à la Force multinationale intérimaire à Haïti (mars-août 2004) et à l'actuelle Mission de stabilisation de l'ONU, qui a débuté en juin 2004, en déployant entre autres 100 agents de la police civile canadienne et en nommant un officier de la GRC à titre de commissaire de police de l'ONU.

L'engagement pris par le premier ministre de verser 20 millions de dollars à l'ONU en octobre 2004 pour aider à résorber la crise au Darfour a été honoré : le Canada a fourni à la Mission de l'Union africaine (UA) au Soudan un soutien essentiel par hélicoptère et d'autres formes d'appui militaire et policier essentielles à l'expansion réussie de la mission de l'UA, dont l'effectif est passé de 350 à 3 800 personnes.

La contribution des Forces canadiennes à la Force multinationale et d'observateurs du Sinai est passée de 28 à 32 officiers, et le Canada a assuré la coordination du Colloque sur la sécurité maritime au Moyen-Orient, auquel ont participé des représentants de la Garde côtière et de la marine de pays du Moyen-Orient, qui ont discuté de coopération dans les dossiers de la recherche et du sauvetage ainsi que de la sécurité maritime.

Le Canada a fourni les services d'agents de formation policière et de conseillers principaux au Centre international de formation policière en Jordanie (20 agents de formation) et au ministère de l'Intérieur de l'Iraq, à Bagdad (deux agents de formation), afin d'appuyer le renforcement des capacités du secteur de la sécurité en Iraq.

Le Canada a aussi offert les services de conseillers en matière policière et correctionnelle à la Mission d'assistance des Nations Unies en Afghanistan. Notre contribution à la mission de l'OTAN en Afghanistan s'est poursuivie en 2004-2005 et, comme le premier ministre l'a annoncé au Sommet de l'OTAN en février 2005, la planification a commencé en vue d'un mandat renouvelé en Afghanistan, qui comprendra une équipe provinciale de reconstruction à Kandahar.

Le MAECI (*Affaires étrangères*) a versé 6,1 millions de dollars et l'ACDI, 21,1 millions de dollars, pour des initiatives d'action contre les mines, montants qui ont été répartis entre quelque 90 projets dans plus de 60 pays touchés par le problème des mines, et ils ont aidé des pays de tous les coins du monde à honorer leurs obligations aux termes de la Convention. Pendant cette période, trois autres pays ont officiellement adhéré à la Convention d'Ottawa, soit l'Éstonie, l'Éthiopie et la Papouasie-Nouvelle-Guinée. Le Conseil du Trésor a approuvé un prolongement de cinq ans, avec un montant de 72 millions de dollars, du mandat du Fonds canadien contre les mines terrestres, qui durera donc jusqu'en 2008. De plus :

- La première Conférence d'examen, le Sommet de Naitobi pour un monde sans mines, s'est tenue du 29 novembre au 3 décembre 2004. La Gouverneure générale, Adrienne Clarkson, a dirigé la délégation canadienne qui s'est rendue à cette manifestation extrêmement importante, ce qui traduit bien toute l'importance que le Canada accorde à ce dossier. Le Canada a assuré un solide leadership au cours des préparatifs du Sommet, notamment en travaillant beaucoup sur le Plan d'action adopté à Naitobi et en donnant un soutien pour un grand nombre de réunions préparatoires, en finançant de précieux projets d'action contre les mines et en accordant aux organisateurs du Sommet une aide directe, financière et autre.
- Un appui canadien de plus de 1,5 million de dollars a permis d'aider l'Afghanistan, le Bangladesh, le Belarus, la Colombie, la Mauritanie et la Serbie-et-Monténégro à appliquer leurs programmes de destruction d'arsenal. Dans le monde entier, plus de 30 millions de mines ont été détruites dans les arsenaux de 65 pays. L'aide du Canada aux programmes de destruction de ces stocks de mines a été un élément déterminant dans la décision de certains pays d'adhérer à la Convention d'Ottawa.
- Le Canada s'emploie à mieux faire reconnaître, au niveau international, les problèmes de la cyber-sécurité et des infrastructures essentielles, notamment au FRA et à l'OEBA. Il a contribué au développement d'une infrastructure de communications sécurisées à l'OEBA pour permettre une assistance juridique mutuelle et à la formulation de la première stratégie de cybersécurité de l'hémisphère. Au FRA, le Canada s'est également occupé des questions de cyberprotection, et il a

des États américains (OEA) et l'OSCE, et conformément aux priorités définies pour 2004-2005, le Canada a poursuivi des objectifs de politique importants, dont des documents d'identité et de voyage sûrs, une coopération renforcée entre la police et les praticiens du droit, et la mise en commun de l'information. Il a également fourni une aide au renforcement de la capacité de lutte contre le terrorisme en proposant de la formation, ainsi que des ateliers sur les dispositions législatives de lutte contre le terrorisme, la sécurité dans les transports aériens et maritimes, la gestion efficace de la frontière et la sécurité des documents. En septembre 2004, le Canada a organisé, à Vancouver, un symposium de l'OEA sur la gestion des frontières. On y a présenté à des représentants de tout l'hémisphère occidental les principes et les pratiques de la frontière intelligente convenus entre le Canada et les États-Unis. Avec la collaboration de 19 ministères et organismes fédéraux, le MAECI (*Affaires étrangères*) a élaboré un plus vaste programme de renforcement des capacités antiterroristes, comme on l'a annoncé dans la Politique de sécurité nationale en avril 2004. Une fois opérationnel, le programme contribuera à renforcer la sécurité des Canadiens et des habitants des États qui en bénéficieront.

Le MAECI (*Affaires étrangères*) a continué de diriger le processus interministériel qui permet d'inscrire des groupes sur la liste des entités terroristes aux termes des règlements canadiens (Règlement d'application de la résolution des Nations Unies sur la lutte contre le terrorisme et Règlement d'application de la résolution des Nations Unies sur l'Afghanistan), conformément à ses obligations internationales, y compris les résolutions du Conseil de sécurité de l'ONU. Actuellement, 503 groupes sont inscrits sur la liste en vertu des règlements canadiens.

Le site Web du Ministère qui donne des renseignements sur la lutte contre le terrorisme se trouve à l'adresse <http://www.international.gc.ca/international-crime/menu-fr.asp>.

Au 31 mars 2005, 144 pays avaient ratifié la Convention sur l'interdiction de l'emploi, du stockage, de la production et du transfert des mines antipersonnel et sur leur destruction (appelée Convention d'Ottawa), ou y avaient adhéré. En 2004-2005, le Canada a fourni plus de 27,2 millions de dollars pour les programmes d'action contre les mines (<http://www.mines.gc.ca>).

Nations Unies qui salue l'adoption du Code de conduite de La Haye sur la prolifération des missiles balistiques (accord qui vise à limiter la prolifération et le stockage de missiles balistiques et qui a été adopté jusqu'à maintenant par 120 pays).

Il y a eu en 2003-2004 divers efforts visant à assurer la sécurité dans l'espace : intervention auprès du Comité des utilisations pacifiques de l'espace extra-atmosphérique de l'ONU pour obtenir l'élaboration de lignes directrices sur la limitation des débris dans l'espace et sensibiliser l'opinion aux conséquences que pourraient avoir les débris laissés par un conflit dans l'espace; rédaction et présentation du projet de loi C-25 (Loi régissant l'exploitation de systèmes de télécommunication spatiale) à la Chambre des communes au sujet des problèmes de sécurité que posent les systèmes canadiens de télécommunication spatiale; rôle de chef de file dans l'orientation du débat sur la sécurité dans l'espace. (<http://www.spacesecurity.org>).

Les contributions du Canada au programme de transformation et au processus de réforme de l'OTAN ont permis d'accroître le rôle politique de l'OTAN lorsqu'il s'agit de favoriser l'émergence d'un consensus transatlantique sur les grands enjeux de la sécurité, comme la formation des forces irakiennes et les changements organisationnels appuyant les besoins de l'OTAN sur le plan de la capacité de déploiement et de l'interopérabilité. La Force de réaction de l'OTAN a atteint sa capacité opérationnelle initiale de 17 000 personnes le 13 octobre 2004, et elle était alors prête à accepter une gamme complète de missions. La Force atteindra sa pleine capacité opérationnelle d'ici octobre 2006, soit un effectif d'environ 21 000 personnes.

Le Canada a travaillé avec d'autres États membres du G8 sur des méthodes pratiques de lutte contre le crime et le terrorisme internationaux. Au sein des Groupes de Lyon (criminalité) et de Rome (terrorisme) du G8, le Canada a collaboré à divers projets du G8, notamment en ce qui concerne l'utilisation et la protection du renseignement dans les poursuites pénales, les lois et les pratiques relatives au contenu illégal sur Internet et la protection des transports internationaux contre les attaques terroristes.

Au moyen d'organisations internationales comme le Forum de coopération économique Asie-Pacifique (APEC), le Forum régional (FRA) de l'Association des Nations de l'Asie du Sud-Est (ANASE), l'Organisation

- Engagement de 10 millions de dollars additionnels

pour la construction d'une installation de destruction d'armes chimiques à Tchirchoutchye, dans l'oblast de Kourgan. Elle permettra de détruire les agents neurotoxiques les plus dangereux de la Russie et ceux qui posent les plus grands risques de prolifération (c'est-à-dire 5 440 tonnes métriques de Sarin, de Soman et de VX, agents conservés dans plus de 1,9 million de munitions). À ce jour, le Canada a versé 48,35 millions de dollars pour la construction de cette installation.

- Engagement d'un montant cumulé de 2,6 millions de dollars pour 15 projets de recherche réalisés grâce au Centre international des sciences et de la technologie (CIST) de Moscou, afin de réorienter le travail de certains d'anciens scientifiques de l'armement nucléaire, chimique et biologique, ainsi que de missiles, de Russie, d'Arménie, du Bélarus, de Géorgie, du Kirghizistan et de la République kirghize pour qu'ils se consacrent à des travaux scientifiques pacifiques. Le Canada a aussi versé 6,69 millions de dollars au CIST pour appuyer des programmes complémentaires qui visent à soutenir la réorientation des scientifiques, à payer le traitement du directeur général adjoint canadien du CIST et la part du Canada dans les frais des activités courantes.

Enlèvement du combustible et démantèlement de trois sous-marins russes à propulsion nucléaire. Ce projet de 24,4 millions de dollars est le premier volet d'un programme de 120 millions de dollars qui doit permettre le démantèlement de 12 sous-marins en quatre ans.

Le Canada s'est également occupé de dossiers de non-prolifération, de contrôle des armements et du désarmement dans de nombreuses autres tribunes. (On trouvera des renseignements généraux à cet égard aux adresses <http://www.international.gc.ca/armes/menu-fr.asp> et <http://www.international.gc.ca/ndi-agency/menu-fr.asp>.

Ainsi, le Canada préside le conseil d'administration de l'Agence internationale de l'énergie atomique (AIEA) depuis septembre 2004, assurant un leadership au sein de l'organisation pour chercher à renforcer les garanties nucléaires internationales et surmonter les difficultés en matière de vérification que présentent les activités nucléaires non déclarées que l'Iran mène depuis longtemps et susciter un consensus autour d'une proposition américaine prévoyant la

vérification.

Au Sommet de Sea Island, le Canada s'est efforcé, avec d'autres membres du G8, de formuler une déclaration solide sur les activités de lutte contre la prolifération, et il a travaillé à l'élaboration des orientations pour l'importation et l'exportation de sources radioactives, qui ont été appuyées par les dirigeants du G8 en juin 2004 et par l'AIEA en septembre 2004.

À la Première Commission de l'Assemblée générale de l'ONU, en 2004, le leadership exercé par le Canada a permis de constituer un groupe d'experts gouvernementaux de l'ONU pour examiner les questions de vérification et de conformité. Pour appuyer cette initiative et d'autres efforts, le ministère a aidé à établir un centre de calibre mondial, le Canadian Centre for Treaty Compliance à l'Université Carleton, en mars 2005.

Le Canada a fait une importante contribution aux activités de l'Initiative de sécurité contre la prolifération (ISP), notamment en étant l'hôte d'un groupe de travail formé d'experts opérationnels, qui se sont réunis en avril 2004, et en créant un site Web pour l'ISP, site qui a été lancé en juin 2004. Il satisfait les objectifs de communications opérationnelles de l'ISP, et il contribue beaucoup à susciter un soutien politique pour l'Initiative (<http://www.international.gc.ca/armes/prolifération-fr.asp>).

La Loi de mise en œuvre de la Convention sur les armes biologiques ou à toxines a reçu la sanction royale en mai 2004. Le Canada a également joué un rôle de premier plan dans les efforts internationaux visant à élargir la participation aux mesures de renforcement de la confiance de la CABT et dans la préparation de plusieurs documents techniques pour les réunions d'experts de la CABT.

En juillet 2004, la proclamation de l'article 8 de la Loi de mise en œuvre de la Convention sur les armes chimiques a rendu illégales, à moins d'une autorisation en bonne et due forme, la possession, l'acquisition ou l'utilisation par des Canadiens de la plupart des agents les plus dangereux des armes chimiques. Un régime de permis pour ces agents a été mis en place au même moment.

Le Canada a joué un rôle de premier plan dans l'élaboration d'une résolution de l'Assemblée générale des

Pour renforcer la coopération entre le Canada et les Etats-Unis en matière de sécurité, les deux pays ont signé, le 5 août 2004, une modification de l'Accord sur le Commandement de la défense aérienne de l'Amérique du Nord (NORAD). Cette modification permet d'utiliser la fonction d'alerte aux missiles du NORAD pour appuyer le commandement américain dans la défense antimissiles. Bien que le Canada ait décidé de ne pas participer au programme américain de défense antimissiles balistiques (BMD), la modification de l'accord a mis la fonction existante d'alerte du NORAD à la disposition du commandement américain chargé de la BMD, ce qui a permis d'éviter que cette fonction ne soit confiée à un commandement uniquement américain.

*Collaboration avec les ministères et organismes partenaires*

La coopération canado-américaine en matière de sécurité maritime a été renforcée grâce à la création de nouveaux centres intégrés des opérations de la sécurité maritime pour recueillir, regrouper et analyser l'information maritime et coordonner les interventions sur l'eau, ainsi que déployer d'autres efforts afin de renforcer la sécurité dans les Grands Lacs et la Voie maritime du Saint-Laurent :

- La sécurité de l'aviation a été renforcée par une plus grande présence d'agents armés à bord des vols intérieurs et internationaux, des vérifications approfondies des antécédents, des laissez-passer pour les zones d'accès restreint, des vérifications aléatoires des travailleurs des aéroports et des programmes de contrôle des passagers.
- Le travail du Groupe de planification binational (GPB) s'est poursuivi, de façon à renforcer la coopération transfrontalière en matière de défense et de sécurité, et on a continué à préparer la prochaine réunion officielle du Groupe bilatéral consultatif sur l'antiterrorisme (<http://www.canadianally.com/ca>).

La coopération transfrontalière relative à la criminalité a contribué à renforcer les relations avec les autorités américaines tout en cherchant à éviter les désaccords et les malentendus. L'évaluation de la menace liée à la drogue à la frontière canado-américaine, ([http://www.sgc.gc.ca/publications/policing/drug\\_threat\\_f.asp](http://www.sgc.gc.ca/publications/policing/drug_threat_f.asp),

sous l'égide du Forum sur la criminalité transfrontalière, et les efforts de communication du Canada ont aidé à dissiper des conceptions fausses, notamment dans les médias et dans des rapports du gouvernement américain comme le National Drug Threat Assessment 2005 <http://www.usdoj.gov/ndic/pubs11/12620/index.htm>.

Les relations canado-américaines sont complexes et comprennent de nombreux aspects. Elles touchent tous nos programmes et ont un effet sur toutes nos priorités. Un grand nombre de nos priorités sont liées aux Etats-Unis ou correspondent à une cause commune avec eux. Les Etats-Unis et le Canada adhèrent tous deux à un grand nombre d'organisations et processus internationaux et, à ce titre, ils collaborent étroitement à la défense d'intérêts communs. Dans certains cas, des activités comme l'Initiative de sécurité contre la prolifération (ISP) sont dirigées par les Etats-Unis, ou des programmes comme le Partenariat mondial du G8 contre la prolifération des armes de destruction massive et des matières connexes, bien qu'il s'agisse maintenant d'un effort du G8, sont le reflet d'initiatives américaines antérieures (p. ex. le Nunn-Lugar Threat Reduction Program). Plus largement, le Canada multiplie les efforts pour raffermir l'engagement des Etats-Unis à l'égard des régimes multilatéraux de sécurité.

**Réduction de la menace internationale et campagne antiterroriste**

Le Partenariat mondial du G8 contre la prolifération des armes de destruction massive et des matières connexes, lancé sous la direction du Canada au Sommet de Kananaskis, a pris appui sur des efforts antérieurs des Etats-Unis. Il y a maintenant 22 pays qui y participent, coopérant afin de réduire les risques liés aux armes de destruction massive et matières connexes. Le Canada s'est engagé à consacrer au Partenariat jusqu'à 1 milliard de dollars sur dix ans (<http://www.globalpartnership.gc.ca>). D'importants progrès ont été accomplis au cours de l'année écoulée :

- Aide à l'interruption de la production de plutonium de qualité militaire en versant 9 millions de dollars pour un projet dirigé par les Etats-Unis et visant à fermer le dernier réacteur de la Russie, situé à Zheleznogorsk, produisant du plutonium de qualité militaire.

tuer ou blesser des Canadiens ou encore nuire à des intérêts canadiens de façon immédiate ou à plus long terme. Pour affronter ces menaces mondiales, il faut une action internationale cohérente et complète qui repose sur des normes convenues et des institutions. Le Canada s'efforce d'élargir et de renforcer une action mondiale efficace pour mieux garantir la sécurité des Canadiens chez eux et à l'étranger.

Obéissant à une préoccupation commune avec les États-Unis au sujet de la sécurité du continent, le MABCI (*Affaires étrangères*) insiste plus spécialement sur les efforts visant à moderniser la coopération canado-américaine en matière de sécurité dans les domaines de la défense et de la lutte contre le terrorisme.

De nombreux pays constituent une menace pour la communauté internationale et leurs propres citoyens non en raison de leur force, mais en raison de leur fragilité. Leur effondrement entraîne des drames humanitaires et présente des menaces plus importantes à la sécurité, y compris pour la sécurité des Canadiens. Ces défis, dont ceux qui résultent des États défaillants et fragiles, transcendent de plus en plus les frontières nationales et exigent plus que jamais que les gouvernements collaborent dans un cadre multilatéral à la recherche de solutions durables.

Comme bien d'autres pays, le Canada craint qu'un rejet de plus en plus grave des approches multilatérales et l'absence de progrès dans la réforme d'institutions clés ne minent leur efficacité et leur crédibilité, ce qui encouragerait les membres de la communauté internationale à prendre d'autres mesures unilatérales ou encore multilatérales sélectives.

#### 2.1.2.1.4 Réalisations en fonction des priorités

Le RPP de 2004-2005 définissait les priorités suivantes en matière de sécurité internationale :

- relations Canada-États-Unis;
- réduction de la menace internationale et campagne antiterroriste;
- promotion des droits de la personne, de la bonne gouvernance et de la primauté du droit;
- renforcement des organisations multilatérales.

L'Organisation du Traité de l'Atlantique Nord (OTAN), à Bruxelles, des Nations Unies (ONU), à Genève et à Vienne, et de l'Organisation pour la sécurité et la coopération en Europe (OSCE), à Vienne, d'élaborer et de mettre en œuvre le programme du Canada en matière de sécurité internationale. Le MABCI (*Affaires étrangères*) travaille avec de nombreux partenaires au Canada, dont des ONG et des organismes comme le MDN, Sécurité publique et protection civile Canada (SPPCC), la Gendarmerie royale du Canada (GRC), le Service canadien de renseignement de sécurité (SCRS), l'Agence des services frontaliers du Canada (ASFC), Citoyenneté et Immigration Canada (CIC), les ministères des Finances, de la Santé, de la Justice et des Transports, l'Administration canadienne de la sûreté du transport aérien (ACSTA), l'Agence spatiale canadienne (ASC) et l'ACDI. Avec la collaboration de ses partenaires fédéraux, le Ministère élabore des politiques liées à la sécurité en se conformant à une approche pangouvernementale. Il collabore avec les provinces, les territoires et les municipalités ainsi qu'avec des membres de la société civile. Pour appliquer le programme de sécurité internationale du Canada, en ce qui concerne entre autres les États défaillants et fragiles, le terrorisme et la criminalité transnationale ainsi que les armes de destruction massive, le MABCI (*Affaires étrangères*) collabore avec des pays d'optique commune considérés comme des partenaires en matière de sécurité ainsi qu'avec des organisations multilatérales et autres organisations internationales clés.

#### 2.1.2.1.3 Notre environnement de travail

Les menaces les plus dangereuses que nous devons affronter aujourd'hui échappent à la maîtrise de tout pays pris isolément. Les États qui présentent une menace, comme ceux qui sont en train de se doter d'armes nucléaires, agissent souvent en dehors des contraintes du droit international. Il faut trouver de nouvelles stratégies pour influencer le comportement international. En ce qui concerne les nouveaux défis en matière de sécurité qui ont été cernés dans la Politique de sécurité nationale présentée en avril 2004, y compris le terrorisme et la criminalité transnationale, les frontières nationales sont relativement faciles à franchir, et le Canada peut être menacé, même si le danger provient d'une région éloignée. Des attentats terroristes perpétrés dans des régions éloignées peuvent

résultats (CGRR) conçu pour les activités culturelles et universitaires comme une pratique exemplaire.

Le Fonds John Holmes a attiré un nombre croissant de propositions de qualité. Environ 32 projets ont été financés, dont 30 portaient sur des dialogues publics, six visant à faire participer les jeunes aux discussions sur la politique étrangère et un étant une émission de télévision, en partenariat avec la Société Radio-Canada, qui a eu un auditoire d'environ 1,4 million de spectateurs. Cela a permis de renforcer la responsabilisation (p. ex. un comité d'examen amélioré et des pratiques renouvelées pour assurer le respect intégral des règlements du gouvernement).

Les gouvernements provinciaux et territoriaux se sont dits satisfaits de leur participation à l'élaboration de la politique étrangère du Canada. Cela a été facilité par des consultations, des visites régulières dans les capitales et des initiatives favorisant l'échange et la mise en commun d'information.

#### 2.1.1.6 Analyse des réalisations et leçons apprises

Sur le plan de la capacité de recherche en politique et de dialogue, le Ministère accuse un retard par rapport à des ministères des Affaires étrangères comparables d'autres pays et des ONG. Un impératif général du Ministère consiste à améliorer cette capacité de fournir des faits et une analyse solides pour l'élaboration des politiques.

Il faut un engagement soutenu des principaux ministères et organismes à vocation internationale – ACIDI, MDN, MAECI (*Affaires étrangères*) et ministère du Commerce international – si on veut doter le Canada de politiques étrangère et internationale efficaces.

Un dialogue avec les gouvernements provinciaux et territoriaux sur leurs intérêts particuliers améliorerait les résultats d'une approche pancanadienne de la politique internationale.

### 2.1.2 Politique mondiale et sécurité

#### 2.1.2.1 Sécurité internationale

##### 2.1.2.1.1 Notre mandat relatif à l'activité de programme

L'accent est mis sur des questions de sécurité cruciales comme la défense et la sécurité du continent, la lutte contre le terrorisme, la non-prolifération, le contrôle des armes et le désarmement, les relations avec d'autres pays en matière de défense et de sécurité, le crime organisé transnational, les enjeux de la paix et de la sécurité dans le monde (p. ex. les États défaillants et fragiles), la prévention des conflits, les opérations de soutien de la paix, les programmes relatifs aux mines antipersonnel et le Partenariat mondial du G8 contre la prolifération des armes de destruction massive et des matières connexes (Partenariat mondial). Le Ministère fait valoir les intérêts canadiens dans les relations multilatérales, régionales et bilatérales en matière de défense et de sécurité et dans l'élaboration de la politique afin de créer un contexte international dans lequel le Canada sera à l'abri des menaces venant de l'étranger. Il appartient également au Ministère d'élaborer et de mettre en œuvre des stratégies et des politiques portant sur la consolidation et le soutien de la paix, la coopération en matière de renseignement et la sécurité du personnel et des biens dans nos missions à l'étranger. Le budget de 2005 a accordé au MAECI (*Affaires étrangères*) de nouvelles ressources pour financer des initiatives de paix et de sécurité dans le monde, dont un nouveau groupe de travail sur la stabilisation et la reconstruction qui a pour but d'améliorer les réactions aux crises internationales. Le Ministère a également obtenu de nouvelles ressources financières pour assurer la sécurité du personnel et des missions à l'étranger.

##### 2.1.2.1.2 Moyen d'atteindre notre objectif à long terme

Pour appliquer le programme de sécurité internationale du Canada, le Ministère utilise toute la gamme des outils et des atouts de la diplomatie, dont le réseau de missions diplomatiques du Canada à l'étranger. Il incombe aux missions du Ministère auprès de

• **Littérature** : 88 subventions totalisant 107 585 \$ (p. ex. M.G. Vassanji pour aller lire son œuvre *The In-Between World of Vikram Lall* au Festival d'Edimbourg, Denise Boucher pour aller lire sa poésie au Festival international de poésie de Lodère, en France).

Pour servir les objectifs de la politique étrangère du Canada, 39 missions ont dépensé en tout 1,9 million de dollars pour la culture et la diplomatie ouverte. Les projets ont varié entre de petites activités promotionnelles et d'importants spectacles réunissant plusieurs artistes (p. ex. à l'inauguration du National Museum of the American Indian à Washington, le festival canadien MUTEK à Beijing, la tournée de Tal Bachman en Afrique du Sud et la participation d'auteurs canadiens à la conférence PEN d'Oso).

Environ 23 000 jeunes Canadiens se sont rendus à l'étranger et à peu près autant de jeunes étrangers sont venus au Canada dans le cadre du Programme de stages internationaux pour les jeunes. Ces chiffres sont supérieurs à ceux de l'année précédente, au cours de laquelle le nombre de jeunes Canadiens a été de 18 818 et celui des jeunes étrangers de 20 199. Les contingents ont été de nouveau relevés pour l'Australie, la Nouvelle-Zélande et la Corée du Sud.

Pour faire progresser la compréhension mutuelle entre le Canada et les États-Unis, le Ministère a renforcé son soutien au Programme Fulbright, le portant à 600 000 \$, et il a élargi la portée de ce programme au-delà des bourses d'études et des subventions de recherche pour englober par exemple des visites de titulaires de chaire, des conférences et un programme favorisant la mobilité. En outre, le Ministère a versé 50 000 \$ de plus dans son budget de promotion des arts et de la culture vers les missions aux États-Unis pour élaborer une stratégie de diplomatie ouverte qui tisse des liens entre nos grands objectifs de politique étrangère.

Divers régimes de bourses ont permis à des étrangers prometteurs d'étudier au Canada. Le Programme canadien des bourses du Commonwealth et les Bourses du gouvernement du Canada ont permis d'accueillir quelque 250 jeunes prometteurs pour qu'ils fassent des études supérieures au Canada. En outre, un accord avec El Consejo Nacional de Ciencia y Tecnología (CONACYT) au Mexique et l'Association des universités et collèges du Canada encourage les étudiants

mexicains à étudier au Canada. Le Programme d'échanges universitaires Canada-Chine offre des bourses à des citoyens chinois pour étudier au Canada et à des Canadiens qui étudient en Chine.

En février, le Ministère a participé à une visite des représentants des médias au cours de laquelle l'accent a été mis sur les études et la formation au Canada. Des journalistes de l'Allemagne, de l'Autriche, du Brésil, de l'Inde, de l'Iran, de la Malaisie, du Mexique et du Royaume-Uni étaient présents.

Le Ministère a également continué à patrouiller le Programme d'échanges de personnalités culturelles, qui aide les universitaires, les spécialistes et les artistes canadiens à promouvoir la connaissance du Canada, les compétences et la culture canadiennes dans des collèges, des universités et des conférences à l'étranger.

## 2.1.1.5 Surveillance du rendement

L'EPI a abouti à une politique internationale plus cohérente. Elle donnera au gouvernement de meilleurs moyens de protéger et de faire rayonner les intérêts du Canada à l'étranger et de réagir plus rapidement et plus efficacement aux crises internationales.

En s'appuyant en grande partie sur le savoir acquis grâce à l'EPI, le Ministère a pris l'engagement, en janvier 2005, de bâtir un ministère des Affaires étrangères du XXI<sup>e</sup> siècle. Cette transformation s'est fondée sur les six impératifs généraux établis pour pouvoir relever les défis de l'EPI. L'intégration de la diplomatie ouverte aux activités principales a été reconnue comme l'un des six principaux impératifs du Ministère, le renforcement de la capacité d'élaboration de politiques en étant une autre.

Une évaluation exhaustive des programmes de diplomatie ouverte et culturelle a été entreprise (p. ex. les relations universitaires internationales, la promotion des arts, le programme Canada-France, la diplomatie ouverte). Un grand nombre des recommandations découlant de l'évaluation étaient déjà au stade de la mise en œuvre au moment du dépôt de l'évaluation (p. ex. une politique cadre pour les programmes de diplomatie culturelle et ouverte). Le Secrétaire du Conseil du Trésor a désigné le Cadre de gestion et de responsabilisation axé sur les

Mieux faire connaître le Canada et ses valeurs à l'étranger

Le MAECI (*Affaires étrangères*) a travaillé avec d'autres ministères et dans le cadre du Forum des fédérations pour définir un rôle international pour le Forum et trouver de nouvelles sources de financement. Le Forum des fédérations, créé grâce à une initiative du Canada, fait des recherches et favorise la mise en commun d'expériences sur la gouvernance fédérale.

Dans le cadre de sa gestion de la diplomatie ouverte, le Ministère a élaboré des plans stratégiques aux niveaux national et régional pour promouvoir les intérêts et les valeurs du Canada, en faisant valoir entre autres la créativité et le savoir-faire du Canada à l'étranger.

Le Ministère continue d'offrir des programmes universitaires et culturels, notamment le Fonds de diplomatie ouverte, qui présente le Canada comme un pays dynamique, innovateur, bien gouverné et avancé, et comme un allié et un partenaire digne de confiance. Il continue également de susciter des manifestations universitaires et culturelles pour accroître l'influence du Canada auprès de décideurs étrangers importants et promouvoir le programme international du Canada. Une activité importante de l'an dernier a été Canada-France 2004-2008.

Canada-France 2004-2008

Par la mise en place de Canada-France 2004-2008, le Ministère cherchait à moderniser l'image du Canada en France, à renforcer les partenariats et les réseaux Canada-France, à célébrer la dualité linguistique et la diversité culturelle du Canada et à commémorer quatre siècles de dialogue entre les deux pays. L'initiative a également suscité l'établissement de solides partenariats au sein du Canada même, en particulier dans les provinces de l'Atlantique et au Québec. Canada-France 2004-2008 compte de nombreuses activités en France, échelonnées sur une période de trois ans. En 2004-2005, on a lancé les projets suivants pour appuyer l'initiative Canada-France 2004-2008 :

- une importante manifestation inuite, *Quand la parole prend forme*, au musée de l'Homme, à Paris, le président de la France, M. Jacques Chirac, a assisté à l'inauguration officielle;

- la Maison Champlain, centre d'interprétation culturelle et historique ultramodern consacré à l'histoire commune du Canada et de la France, à Brouages (Poitou-Charentes);
- le Cyber-Explorer, grand projet interactif qui relie la Cité des sciences et de l'industrie, à Paris, et l'Université du Québec à Montréal;
- la promotion de la culture francophone au Canada au Festival interceltique;
- le dévoilement d'une statue de Champlain, à la Place du Canada, à Paris;
- un festival canadien à Paris pour présenter différentes provinces canadiennes par leurs films les plus populaires;
- des coproductions de Radio-Canada et de Radio France;
- l'attention accordée par les médias à l'initiative s'est traduite par une couverture sans précédent du Canada, avec 320 articles et 33 éléments diffusés à la radio et à la télévision, ce qui a permis d'atteindre presque tous les foyers français.

Le Programme de promotion des arts du Ministère a permis d'aider plus de 500 artistes et groupes canadiens au cours de l'année dernière. En voici des exemples :

- **Cinéma** : 100 subventions totalisant 113 917 \$ du cinéma (p. ex. le Festival international du film de Berlin). Également 19 subventions totalisant 382 100 \$ pour faire venir des spécialistes étrangers de la culture à des festivals de film et de télévision canadiens (p. ex. Festival international du film de Toronto et Festival de la télévision de Banff).
- **Danse** : 32 subventions totalisant 982 542 \$ (p. ex. Les Grands Ballets canadiens de Montréal et le Ballet national pour une tournée aux États-Unis).
- **Musique** : 63 subventions totalisant 697 780 \$ (p. ex. Jan Bunnett pour une tournée en Europe, Les Violons du Roy pour une tournée aux États-Unis).
- **Théâtre** : 52 subventions totalisant 990 700 \$ (p. ex. Theatre Newfoundland/Labrador pour une tournée au Royaume-Uni, la Canadian Stage Company pour aller présenter en Australie sa production *The Overcoat*).
- **Arts visuels** : 84 subventions totalisant 612 898 \$ (p. ex. Kamloops Art Gallery pour présenter les œuvres de Rebecca Belmore à la Biennale de Venise).

## Améliorer les communications du Ministère

Le Ministère continue d'améliorer le site Web de la Politique internationale du Canada (PIC) (<http://www.international.gc.ca/cip-pic/ips/ips-fr.asp>). Ce site permet maintenant des discussions en ligne, ce qui donne aux décideurs du MAECI (*Affaires étrangères*) la possibilité de connaître le point de vue des Canadiens sur des questions clés. Le site présente des renseignements généraux sur des questions internationales au moyen de la diffusion Web d'entrevues avec des spécialistes, dont certains sont présents sur les lieux, et en affichant des documents pertinents sur la politique étrangère. Les Canadiens sont ensuite invités à livrer leurs réactions. Voici des exemples récents de sujets de discussion : réforme de l'ONU, sécurité, culture et savoir-faire du Canada à l'étranger, rôle du Canada à Haïti et en Afghanistan, et intervention du Canada lors du tsunami survenu dans l'Océan Indien. Ces discussions en ligne ont fait l'objet d'essais dans des cours de premier cycle dans des universités canadiennes, et la réaction a été favorable. En outre, le U.K. National E-Democracy Project a choisi le site de la PIC comme un modèle de démocratie électronique.

Avec l'appui du Ministère, un projet en collaboration, Canada and the New American Empire [Le Canada et le nouvel empire américain] a attiré 1,4 million de spectateurs intéressés par les relations canado-américaines. Le Ministère continue de développer son site extranet provincial-territorial, qui sert à mettre de l'information en commun avec les gouvernements provinciaux et territoriaux. Le site propose une large gamme de renseignements d'intérêt pour les provinces et les territoires, dont Info Flow, qui donne des rapports des missions canadiennes sur des questions politiques et économiques.

Le Ministère a poursuivi ses efforts en vue d'étendre ses réseaux de personnalités influentes et éclairées ayant des liens avec le Canada (p. ex. bourses d'étude, échanges de jeunes, études canadiennes).

Pour donner suite à l'engagement du premier ministre au sujet de la participation des provinces et des territoires aux affaires internationales, des groupes de travail fédéraux-provinciaux ont été mis sur pied pour étudier les relations canado-américaines et les négociations et tribunes internationales.

en matière de politique et de renforcement des capacités en vue de conseils indépendants sur la politique internationale);

- les priorités du Fonds ont été reliées à celles du Ministère et du gouvernement;
- un processus d'approbation interministériel a été établi;
- une plus grande transparence a été assurée au moyen des modalités de présentation des demandes et d'une base de données sur les clients.

## Renforcer les partenariats stratégiques

L'EPI s'est appuyé sur des partenariats avec les principaux ministères et organismes fédéraux à vocation internationale, les provinces et les territoires, la société civile canadienne et les citoyens, de façon à parvenir à une approche pancanadienne.

Parmi les autres formes de collaboration avec les provinces et les territoires, notons la promotion de la diversité culturelle par la négociation d'une convention internationale de l'Organisation des Nations Unies pour l'éducation, la science et la culture (UNESCO), le Sommet des Amériques, le Groupe de travail sur le tsunami et les relations entre le Canada et les États-Unis d'une part, et l'Union européenne, d'autre part.

D'autres partenariats fédéraux-provinciaux comprennent des échanges personnels, la poursuite du partage de locaux avec 16 bureaux provinciaux dans des missions canadiennes et l'élaboration de stratégies internationales provinciales. Le Ministère a également été l'hôte d'un atelier sur la politique internationale avec les municipalités, auxquelles on a présenté une vue d'ensemble de la politique internationale du Canada et donné aux participants l'occasion de faire valoir leurs priorités et leurs vœux au sujet de la collaboration internationale.

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Le Ministère a poursuivi ses efforts en vue d'étendre ses réseaux de personnalités influentes et éclairées ayant des liens avec le Canada (p. ex. bourses d'étude, échanges de jeunes, études canadiennes).

le ministère du Commerce international, sans oublier les instances provinciales et territoriales.

L'EPI a proposé des initiatives nouvelles visant à rendre la politique internationale du Canada plus efficace et à réaffirmer le rôle du Canada dans le monde. En voici des exemples :

- **Fonds pour la paix et la sécurité dans le monde** : pour permettre au Canada d'avoir une intervention plus rapide et plus efficace afin de protéger les populations des États défaillants ou en voie de le devenir.
- Groupe de travail sur la stabilisation et la reconstruction : pour assurer une intervention rapide et coordonnée dans les cas de crises internationales exigeant un plan et des mesures pangouvernementales efficaces et favoriser la prévention des conflits et une réaction aux crises, qui soient cohérentes et efficaces, ainsi que les initiatives de stabilisation dans les États défaillants ou fragiles lorsque les intérêts du Canada sont en jeu.
- Plus grande insistance sur la capacité en matière de politique, les compétences professionnelles, la diplomatie ouverte, une plus grande souplesse et la maximisation des ressources sur le terrain.
- Le point culminant de la démarche a été la publication de l'EPI du gouvernement, le 19 avril 2005, et il y a également eu un nouveau processus ministériel visant à favoriser la cohérence dans la diplomatie ouverte internationale.

Des conseils constants ont été proposés au ministre des Affaires étrangères et aux cadres supérieurs de façon qu'il soit tenu compte des tendances et des perspectives extérieures dans l'élaboration des politiques canadiennes et qu'elles contribuent à une approche pangouvernementale cohérente. Les conseils ont porté sur des enjeux du G8 comme des initiatives en matière de politique et de sécurité (p. ex. la grande initiative du Moyen-Orient et de l'Afrique du Nord), la lutte contre le terrorisme et des sujets ayant des conséquences directes sur le plan intérieur, comme la santé et l'environnement.

Le Fonds John Holmes a été modifié de la manière suivante, mais il continue de soutenir les dialogues en politique étrangère au Canada :

- deux autres catégories de financement ont été ajoutées (analyse et recherche fondées sur des faits

Le Canada doit affronter des menaces disparates, bien qu'elles soient reliées, dont le terrorisme, les maladies qui dégénèrent en pandémies, des menaces internationales qui pèsent sur l'environnement et la criminalité internationale. Les institutions multilatérales – qui ont longtemps été pour le Canada un rempart sur le plan international – éprouvent des difficultés. Une nouvelle constellation géopolitique est en train d'apparaître. Elle se caractérise par la domination américaine et l'émergence de nouvelles puissances. Une brève pause dans le mouvement d'intégration économique mondiale est terminée, et le marché mondial a recommencé à prendre plus d'ampleur et de profondeur. On remarque également une présence internationale accrue des provinces, des territoires et des municipalités. Tous ces facteurs, sans oublier les liens étroits déjà signalés entre les dimensions intérieure et internationale, rendent possible une politique internationale intégrée.

#### 2.1.1.4 Réalisations en fonction des priorités

Le RPP de 2004-2005 a défini les priorités suivantes pour la politique stratégique :

- mieux orienter et rendre plus cohérente l'élaboration de la politique internationale;
- renforcer les partenariats stratégiques;
- améliorer les communications du Ministère;
- mieux faire connaître le Canada et ses valeurs à l'étranger.

#### Mieux orienter et rendre plus cohérente l'élaboration de la politique internationale

Pour favoriser la cohérence de la politique internationale, le MAECI (*Affaires étrangères*) a dirigé l'Examen de la politique internationale (EPI) en s'inspirant de vastes consultations menées en 2003-2004. Dans cette démarche, il a également fait appel aux conseils d'experts, tant les travaux des experts à l'interne que les recherches commandées à des experts indépendants, au sujet du contexte international, afin de constituer les assises analytiques de l'examen. En outre, le Ministère a mobilisé des partenaires de tout l'appareil fédéral, notamment l'Agence canadienne de développement international (ACDI), le ministère de la Défense nationale (MDN) et

d'avantage en mesure d'interpréter le monde. Cet objectif stratégique regroupe les activités de programme suivantes :

- **Politique stratégique :** Diriger la formulation de la politique internationale globale du Canada et l'élaboration interministérielle de stratégies pangouvernementales, y compris en matière de diplomatie ouverte;
- **Politique mondiale et sécurité :** Deux com-

posantes, soit :

- a) **Sécurité internationale :** Promouvoir les intérêts du Canada en matière de sécurité internationale et de sécurité humaine sur les plans bilatéral et multilatéral, et gérer les responsabilités du Ministère relatives à la sécurité et au renseignement;
- b) **Enjeux mondiaux :** Préconiser un système multilatéral plus solide et plus efficace, capable de défendre les intérêts du Canada dans le contexte des enjeux mondiaux, notamment en ce qui concerne les relations économiques internationales et le développement international, l'environnement et la sécurité humaine.
- **Relations bilatérales :** Diriger et promouvoir les relations diplomatiques bilatérales au Canada et à l'étranger. On distingue deux volets : l'Amérique du Nord et le monde (sauf l'Amérique du Nord) :

## 2.1.1 Politique stratégique

### 2.1.1.1 Notre mandat relatif à l'activité de programme

La politique stratégique comprend les fonctions ministérielles suivantes, qui contribuent aux objectifs du Ministère que sont la promotion et la défense des intérêts du Canada sur la scène internationale :

- en agissant comme centre de liaison pour la planification des politiques à moyen et à long terme ainsi que pour l'établissement des priorités pour l'ensemble du Ministère, par l'entremise du travail du Secrétaire de la planification des politiques;
- en élaborant et en coordonnant les activités du Ministère en matière de diplomatie ouverte pour :

o favoriser, sur le plan international, un contexte propice aux valeurs et aux intérêts du Canada;

o sur le plan intérieur, aider les Canadiens à mieux comprendre le contexte international et la politique étrangère du Canada.

Ces fonctions aident le gouvernement à offrir une politique internationale cohérente, reflétant une approche pangouvernementale et pancanadienne, qui s'adapte aux réalités mondiales en pleine évolution.

### 2.1.1.2 Moyen d'atteindre notre objectif à long terme

Dans le monde d'aujourd'hui, les dimensions internationale et intérieure sont intimement liées. Les événements sont le résultat complexe des tendances émergentes et de l'imprévu. La politique stratégique est la fonction clé dans la recherche, par le gouvernement, d'une politique internationale pangouvernementale et pancanadienne qu'il cherche à promouvoir dans un contexte propice aux valeurs et aux intérêts du Canada.

Dans son travail sur la politique stratégique, le Ministère allie les recherches internes, les analyses commandées à des spécialistes indépendants et l'apport des missions à l'étranger pour constituer un ensemble de constatations objectives et à jour permettant d'élaborer la politique. Le MABCI (*Affaires étrangères*) collabore avec plusieurs partenaires pour promouvoir la cohérence de la politique internationale du Canada. Parmi eux, signalons les autres ministères fédéraux, les administrations provinciales, territoriales et municipales, des organisations non gouvernementales canadiennes (ONG), des universitaires et de simples citoyens, notamment des jeunes.

Dans un effort pour faire participer les Canadiens à un dialogue éclairé sur les questions de politique internationale, le Ministère collabore également avec les gouvernements, les décideurs et les leaders d'opinion d'autres pays de façon à comprendre leurs positions et à promouvoir les objectifs du Canada et ses objectifs en mieux faire comprendre le Canada et ses objectifs en politique internationale (p. ex. les entretiens avec le Mexique et les États-Unis sur la planification de la politique). Cela est particulièrement évident dans les relations avec les pays du G-8, les pays « éclairés » (p. ex. la Pologne, l'Espagne) et des pays émergents clés (p. ex. la Chine).

# Analyse du rendement en fonction des objectifs stratégiques

## Section 2



Ambassade du Canada, Berlin

Cette section du RMR présente une analyse détaillée du rendement ministériel en fonction des plans et des priorités décrits dans le RPP 2004-2005 et des objectifs stratégiques du Ministère fondés sur les activités de programme établies dans l'AAP du Ministère.

Sous chaque objectif stratégique, les renseignements sont présentés ainsi :

1. Notre mandat relatif à l'activité de programme décrit la ou les activités de programme correspondantes et ce que chacune doit accomplir pour que le mandat du Ministère soit rempli.

2. Moyen d'atteindre notre objectif à long terme fait ressortir les liens qui existent entre les activités, les extrants et les objectifs stratégiques du Ministère. Sont également décrits les rôles et les responsabilités de certains des principaux partenaires qui collaborent avec le Ministère à des initiatives communes.

3. Notre environnement de travail précise les conditions dans lesquelles le Ministère gère ses activités.

4. Réalisations en fonction des priorités décrivent les plans, les priorités et les engagements énoncés dans

le RPP 2004-2005 relativement aux objectifs stratégiques et aux activités de programme en question.

5. Surveillance du rendement présente certains des indicateurs de rendement dont le Ministère se sert pour évaluer son rendement.

6. Analyse des réalisations et leçons apprises présentent les principaux programmes et services du Ministère qui contribuent aux objectifs stratégiques et expliquent leurs rapports avec les résultats obtenus.

À la page 11 de la Section 1, le lecteur trouvera un tableau qui schématise les ressources financières et humaines que le Ministère a utilisées pour ses activités de programme.

## 2.1 Objectif stratégique 1 :

### Faire progresser les intérêts du Canada sur la scène internationale

Les intérêts du Canada sont bien en vue sur la scène internationale – Grâce à un partenariat avec les Canadiens, le rayonnement du Canada et de ses valeurs s'étend dans le monde entier, les intérêts du Canada à l'étranger sont pris en charge et les Canadiens sont





Ambassade du Canada, Mexico

- Le Ministère réagit au fait que sa capacité en matière de politiques a du retard sur celles de ministères étrangers comparables et de ses partenaires fédéraux. Il reconnaît la nécessité de renforcer un engagement permanent en matière d'analyse et de collaboration des politiques avec les principaux ministères et organismes qui ont une vocation internationale, tels que le ministère de la Défense nationale et l'ACDI, ainsi que les provinces et les territoires. Cela permettra d'assurer l'adoption d'une approche de la politique internationale qui reflète l'ensemble du Canada. Le Ministère doit également s'adapter à l'accélération de la convergence des politiques nationales et internationales.
- Le Ministère améliore ses services consulaires et ses services de passeport afin de mieux répondre aux exigences concernant des documents de voyage plus sécurisés et aux demandes de renseignements sur les voyages, qui sont plus actuelles et plus ciblées. Ces améliorations sont référencées dans l'ÉPI.

#### 1.4.6 Information complémentaire

Il est à noter que l'information sur le rendement qui est présentée dans le résumé ci-dessus offre une vue d'ensemble un aperçu des principales réalisations du Ministère en 2004-2005. La section 2 de ce rapport présente plus de détails sur ces travaux et d'autres travaux importants effectués par le Ministère au cours de la dernière année. S'ils le souhaitent, les lecteurs peuvent également consulter l'index qui se trouve à la fin de ce rapport pour se reporter rapidement à un programme ou à un sujet précis.

réalisations comprennent la création d'une nouvelle unité, Valeurs et éthique, qui est en train d'établir une feuille de route et qui joue un rôle de premier plan dans l'élaboration d'un code de conduite pour les représentants canadiens à l'étranger, la mise en œuvre d'un programme de formation sur le recrutement impartial et la diversité, ainsi qu'une stratégie de formation en matière de langues officielles. Il faut également noter que la nouvelle stratégie de recrutement du Ministère favorise l'équité en emploi pour les groupes désignés par des promotions internes accélérées, et que la campagne de recrutement de 2005 répond au besoin d'accroître la représentation des groupes désignés dans certaines catégories professionnelles.

Par ailleurs, le Ministère a réalisé plusieurs accomplissements en ce qui a trait aux services ministériels, y compris au niveau de l'administration générale, de la gestion des finances, de la technologie de l'information, du matériel, des biens immobiliers et des contrats. Ces réalisations comprennent l'examen du MRRS-PAA du Ministère par rapport au programme de transformation des services, la création au sein du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) d'un groupe de travail ministériel chargé de réaligner les budgets du Ministère en fonction de sa nouvelle structure organisationnelle, de revoir l'affectation des ressources et d'élaborer d'autres formes de prestation des services communs pour les missions à l'étranger et, enfin, de poursuivre sans cesse l'effort de leadership à l'échelle gouvernementale pour améliorer les composants internationaux du site Internet du gouvernement canadien, qui s'est classé premier pour la cinquième année consécutive parmi 22 pays évalués par le dernier rapport d'Accenture sur le cybergouvernement ([http://www.accenture.com/xd/xd.asp?it=caweb&xd=locations/canada/insights/studies/leadership\\_cust.xml](http://www.accenture.com/xd/xd.asp?it=caweb&xd=locations/canada/insights/studies/leadership_cust.xml)).

Le groupe de travail ministériel a identifié des ressources en vue d'atteindre les objectifs de réduction des dépenses du Conseil du Trésor, et il a reçu l'approbation de la haute direction. Les fonds ont été tirés de secteurs et de programmes précis afin d'éviter un prélèvement uniforme à l'échelle du Ministère.

Le Ministère a veillé à accroître la transparence et la responsabilisation de ses activités en réponse à une plus grande attention du public à la suite de l'enquête

Gomery. Il a réalisé des progrès significatifs dans la modernisation de la gestion de la fonction de contrôle, en passant en revue ses politiques, ses procédures et ses systèmes financiers et comptables, afin qu'ils soient conformes aux exigences du gouvernement. Dans le cadre de cet examen, le Ministère a tenu compte des demandes engendrées par le du contexte de la gestion financière mondiale ainsi que de la nécessité d'une gestion financière et d'un cadre de contrôle solides pour soutenir ses propres activités et celles du ministère du Commerce international.

Le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) a mis à jour son cadre de financement afin de s'assurer que ses agents financiers principaux confirment la validité des renseignements en matière de finances et de ressources contenus dans tous ses mémoires au Cabinet, conformément aux exigences du Conseil du Trésor. Ce cadre fait en sorte que, lorsque le Ministère élargit ses programmes et ses services, les agents des services ministériels reçoivent le financement nécessaire pour leur permettre de maintenir les niveaux et les normes de services exigés. Par ailleurs, pour améliorer la gestion des ressources, le Ministère a créé le conseil des conseillers de l'administration du secteur afin qu'il formule des recommandations à la haute direction sur la question des ressources et la fonction de contrôle.

Un résumé plus complet des réalisations des Services ministériels et des Ressources humaines en 2004-2005 est présenté plus loin dans ce rapport.

### 1.4.5 Leçons apprises

La mise en application des leçons apprises est un élément clé des efforts déployés par le Ministère dans le but d'apporter des bénéfices aux Canadiens.

- L'expérience des dernières années a montré que le Canada doit renforcer son réseau mondial de missions. Ce problème est traité par l'EBPI et le programme de transformation du Ministère, y compris la réaffectation de ressources de l'administration centrale vers les missions à l'étranger. En fait, le ministre des Affaires étrangères a fixé un objectif d'affectation des ressources qui permettrait de répartir le personnel de façon égale entre Ottawa et les missions d'ici 2010.

- la réduction de quatre secteurs géographiques à deux secteurs (Amérique du Nord et Relations bilatérales);
- la mise en place d'une direction centrale combinant les activités de la Direction générale de la stratégie et de la Direction générale des services afin de soutenir les secteurs géographiques, leur permettant de se concentrer davantage sur leurs principales tâches;
- la création d'un nouveau Secteur des enjeux mondiaux pour améliorer la politique étrangère du Canada sur certaines questions, notamment les États défaillants, la prévention des conflits, la promotion de la démocratie et des droits de la personne ainsi que le changement climatique.

Le programme de transformation surpasse les engagements énoncés dans le RPP de 2004-2005 (sous le titre Créer une organisation novatrice), tout en intégrant les priorités déterminées par le greffier du Conseil privé dans son Douzième Rapport annuel au premier ministre sur la fonction publique du Canada.

Le Ministère est plus que jamais déterminé à s'assurer que les bonnes personnes se trouvent dans les bons endroits. L'année écoulée a été ponctuée de nombreuses réalisations clés, dont la création d'un nouveau programme de gestion du rendement fondé sur les compétences et les résultats, qui est destiné à tous les employés à des niveaux inférieurs à celui de la haute direction (huit autres ministères ont exprimé un intérêt pour l'adoption du nouveau système); un meilleur alignement de la planification des ressources humaines sur la planification ministérielle, exigé par la *Loi sur la modernisation de la fonction publique*, ainsi que les premières étapes de la mise en œuvre d'une nouvelle structure de rémunération et d'une nouvelle norme de classification du groupe Service extérieur, une composante essentielle de la stratégie du gouvernement du Canada visant à revitaliser le service extérieur. Le président de l'Association professionnelle des agents du service extérieur a noté que la nouvelle convention collective du groupe représentait « un pas en avant significatif pour l'ensemble du groupe FS ».

Le Ministère a également progressé dans l'atteinte des objectifs gouvernementaux liés à la modernisation des ressources humaines, à la diversité de l'effectif, aux langues officielles et à l'apprentissage. Ses principales

- modifier le Décret sur les passeports canadiens afin de pouvoir refuser ou de révoquer un passeport pour des raisons de sécurité nationale et d'obtenir le pouvoir légal de mettre en œuvre le système de passeport électronique et les technologies de reconnaissance faciale;
- établir des protocoles d'entente avec le Service correctionnel du Canada, le Centre d'information de la police canadienne de la GRC, l'Agence des services frontaliers du Canada et Citoyenneté et Immigration Canada sur l'échange de l'information essentielle pour renforcer les listes de surveillance des passeports et mieux appliquer le Décret sur les passeports canadiens.

Passeport Canada effectue un sondage annuel auprès de ses clients pour se renseigner sur leur satisfaction générale à l'égard des services fournis et fixer de nouveaux objectifs d'amélioration du service. L'année dernière, les taux de satisfaction de la clientèle se sont améliorés, se rapprochant des niveaux atteints avant le 11 septembre. Néanmoins, Passeport Canada est conscient qu'il reste du travail à faire pour respecter pleinement ses engagements de 2004-2005.

#### 1.4.4 Le programme de transformation du Ministère

**Accroître l'innovation dans toutes les activités du Ministère :** À la fin de 2004, le Ministère a créé un Bureau de l'innovation et de l'excellence en vue de faciliter sa transformation. Sur les plus de 160 idées novatrices proposées, 20 d'entre elles ont été approuvées et retenues comme projets prioritaires se rapportant à la structure organisationnelle, à la gouvernance, à la relance politique et économique, à la représentation à l'étranger, aux services consulaires, aux ressources humaines et aux systèmes d'information.

L'un des premiers progrès importants est l'alignement continu des structures organisationnelles et des budgets avec l'ÉPI. Cela a permis de préparer le terrain pour faire place à d'autres changements majeurs au niveau des activités et de la structure organisationnelle du Ministère. Parmi d'autres progrès significatifs, citons :

Pour ce faire, le Ministère a assuré un investissement permanent dans l'équipement, la formation et l'ingénierie.

Les Canadiens ont continué à utiliser les sites Web du Ministère, les considérant comme une importante source d'information (en moyenne 45 000 visites par jour l'année dernière). Demeurant un chef de file en matière d'innovation et de conception de sites Web, le Ministère a continué à jouer un rôle clé dans l'élargissement de sa propre présence sur Internet ainsi que des composantes internationales du site Web du gouvernement du Canada. Entre autres, le Ministère a continuellement amélioré la passerelle destinée aux clients non canadiens (<http://www.canadainternational.gc.ca>), qui permet la prestation d'un ensemble de services de façon électronique. Cette passerelle offre un point d'accès unique aux services et à l'information pour les personnes souhaitant faire des affaires, visiter, travailler ou étudier au Canada. De plus, elle permet de découvrir le rôle du Canada dans le monde. Une version améliorée de cette passerelle a été lancée en 2005, à la suite de recherches exhaustives auprès des clients. La réponse des utilisateurs a été positive jusqu'à maintenant.

### 1.4.3 Objectif stratégique : Servir les Canadiens à l'étranger

Si le Canada souhaite demeurer engagé sur la scène internationale, ses citoyens doivent y jouer un rôle plus actif. Au fur et à mesure que les Canadiens jouent un rôle croissant à l'échelle internationale, ils auront besoin d'un accès plus rapide et plus efficace aux services consulaires et aux services de passeport.

En 2004-2005, les demandes de services et d'information présentées par les Canadiens à l'étranger ont augmenté d'environ 10 % par rapport à l'année précédente. Les affaires consulaires très médiatisées ont été mieux gérées grâce aux initiatives réalisées en 2004-2005. Dans la même veine, la capacité du Ministère à gérer les urgences après les heures normales de travail ainsi que les aspects consulaires des grandes crises internationales ne cessent de s'améliorer grâce à l'utilisation novatrice de la technologie appliquée à des outils tels que le système d'inscription des Canadiens à l'étranger (ROCA). Sur toutes les affaires consulaires initiées en 2004-2005,

on compte que 82,5 % d'entre elles ont été réglées avec succès au cours du même exercice. Selon un sondage en ligne réalisé auprès des clients en août et en septembre 2004, 88 % étaient satisfaits ou très satisfaits des services consulaires qu'ils avaient reçus.

De continues améliorations ont également été apportées au site Web des Affaires consulaires (<http://voyage.gc.ca>) l'année dernière, fournissant fréquemment des renseignements à jour sur des questions d'importance comme la grippe aviaire et le tsunami qui a frappé l'Asie en décembre 2004. Un nombre record de Canadiens ont consulté ce site (en moyenne 241 667 visites par mois, soit une augmentation de 25 % par rapport à l'année précédente).

Le tsunami a présenté le plus grand défi en matière de prestation de services consulaires l'année dernière, compte tenu que le Ministère a coordonné la réponse à l'échelle du gouvernement. Le Centre des opérations d'urgence du Ministère a reçu un nombre sans précédent de 100 000 appels de parents et amis inquiets de Canadiens résidant ou séjournant dans les régions concernées. L'examen de la gestion de l'intervention canadienne en réponse au tsunami a donné lieu à un plan d'action, qui a été conçu par la Direction générale des affaires consulaires afin d'améliorer la gestion de l'intervention du Ministère en cas d'urgence. La Direction générale des affaires consulaires a acheté de l'équipement de secours d'urgence amélioré, et elle a embauché une entreprise pour élaborer des modèles de formation. De plus, elle travaille actuellement avec le secteur des Ressources humaines en vue de créer une liste de personnel pour constituer une équipe d'intervention rapide polyvalente.

Dans un monde où les questions de sécurité constituent une préoccupation croissante, Passeport Canada continue à mettre en application les plus récentes technologies et connaissances pour améliorer l'intégrité et la sécurité des passeports et des autres documents de voyage canadiens. En 2004-2005, Passeport Canada a délivré plus de 2,6 millions de passeports, soit une augmentation de 4,37 % par rapport à 2003-2004. De plus, Passeport Canada a adopté un nombre de mesures clés, y compris :

- poursuivre son travail approfondi de recherche et de développement en ce qui concerne le passeport électronique (avec puce électronique intégrée,

Le Ministère gère plus de 2 300 propriétés un peu partout dans le monde, d'une valeur totalisant environ 2 milliards de dollars. La nouvelle chancellerie de Berlin a été achevée, et les préparatifs pour y déménager ont été terminés. Officiellement inaugurée en avril 2005 par la Gouverneure générale de l'époque, M<sup>me</sup> Adrienne Clarkson, cette ambassade offre une excellente occasion de renforcer les relations entre le Canada et l'Allemagne, un important partenaire membre du G8 et de l'UE. Lors de la cérémonie d'inauguration de l'ambassade, M<sup>me</sup> Clarkson a remarqué que celle-ci « saura offrir une perception formidable et bien informée du Canada, de sa riche et vaste géographie. On y trouve du bois de la Colombie-Britannique et du Québec, et de la pierre du Manitoba et de l'Ontario. Il y a aussi des témoignages artistiques partout où l'on aille, partout où l'on porte le regard ». Invité d'honneur à l'inauguration, M. Joschka Fischer, ministre des Affaires étrangères de l'Allemagne, a déclaré que l'ambassade contribue au charme du nouveau centre-ville de Berlin. Le réalisateur allemand Wim Wenders a noté que le bâtiment, à l'image du Canada, était « ouvert à l'extérieur comme à l'intérieur et qu'il représentait ce magnifique pays ».

Des progrès ont également été réalisés à l'égard de divers projets de gestion immobilière à l'échelle internationale, réduisant ainsi d'environ 20 % le nombre de locaux. Les projets d'immobilisations de nouvelles chancelleries à Berlin et à Ankara sont achevés, alors que ceux à Dacca, à La Haye et à Rome sont en construction. D'autres projets sont passés à l'étape de la planification et de la conception, soit ceux à Abuja, à Amman, à La Havane, à Lima, à Rabat, à Téhéran et à Paris. Les consultations préparatoires à l'approbation du Conseil du Trésor pour imposer des frais immobiliers associés à la croissance sont achevées. Ainsi, les autres ministères qui partagent les locaux des missions à l'étranger seront tenus de partager les coûts de la nouvelle infrastructure immobilière nécessaire à la croissance de leurs activités internationales.

Entre-temps, le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) n'a pas cessé d'investir dans la technologie de l'information, un outil essentiel à toutes ses activités. Il continue également d'offrir des services communs fiables dans plus de 160 de ses 300 points de services autour du monde, en gérant la croissance et les changements.

cohérence, de transparence et une meilleure optimisation des ressources. Les annexes se rapportant à des ministères précis sont actuellement en cours d'élaboration, et un Groupe de travail interministériel sur les services communs à l'étranger a été créé afin de faire progresser la consultation avec les partenaires fédéraux sur cette question.

L'année dernière, le Ministère a apporté des améliorations à la disposition relative aux services communs à l'étranger pour que le processus devienne plus efficace. Il en a résulté 471 changements de postes et la création de 271 postes à l'étranger. Sur ces nouveaux postes, 148 postes ont été affectés au Ministère, tandis que 123 postes ont été affectés à des partenaires tels que Citoyenneté et Immigration Canada et l'ACDI. Les postes affectés aux Affaires étrangères sont essentiellement liés aux programmes et concernent principalement l'Initiative de représentation accrue aux États-Unis. Ces nouveaux postes illustrent la forte croissance générale de la représentation du Canada à l'étranger.

Le Ministère a terminé l'élaboration d'un cadre pour la planification et la gestion de la croissance du personnel dans les missions à l'étranger, un important progrès compte tenu de l'expansion continue des activités internationales de ses partenaires fédéraux et provinciaux. Le Ministère a également continué d'élaborer un protocole régissant l'ouverture, la clôture et la reclassification des missions, en mettant l'accent sur la consultation interministérielle pour mener à bien de telles transactions.

L'Initiative de représentation accrue a permis d'accroître la capacité de mieux cibler les efforts de promotion aux États-Unis à l'échelle gouvernementale, et le Canada possède désormais de nouveaux consulats généraux à Miami et à Denver, de nouveaux consulats à Anchorage, à Phoenix et à Philadelphie, ainsi qu'un nouveau bureau commercial à Tucson. Au même moment, huit consulats honoraires supplémentaires ont été recrutés dans le cadre de l'Initiative.

Par ailleurs, le Ministère a affecté les tout premiers agents du service extérieur aux bureaux de Lituanie et de Slovaquie. La présence de représentants canadiens dans ces deux pays nouvellement membres de l'OTAN et de l'UE permettra au Canada d'y effectuer des démarches de promotion plus efficaces. Cela permettra aussi d'accroître la sensibilisation au Canada et à ses valeurs.

répondre au tsunami de décembre 2004 en Asie. Le Ministère a veillé à ce que la réponse humanitaire du Canada à la catastrophe soit vigoureuse, rapide et bien coordonnée avec les efforts globaux de la communauté internationale et que l'on réponde efficacement aux besoins consulaires des Canadiens dans la région. Par ailleurs, le Canada a été l'un des principaux contributeurs au programme de lutte contre la corruption présenté dans le cadre du forum de l'APBC. Il a joué un rôle notable dans la création du groupe de travail de lutte contre la corruption de l'APBC et dans l'orientation des travaux de ce groupe ([http://www.apec.org/apec/apec\\_groups/other\\_apec\\_groups/anti-corruption.htm](http://www.apec.org/apec/apec_groups/other_apec_groups/anti-corruption.htm)). La première réunion du groupe aura lieu en septembre 2005.

En décembre 2004, le Canada a envoyé la délégation d'observateurs la plus importante de son histoire pour la reprise du second tour de scrutin de l'élection présidentielle en Ukraine. Elle était composée de volontaires choisis parmi les plus de 4 000 candidatures reçues par CANADEM, une ONG canadienne qui se spécialise dans la sélection d'observateurs d'élections et leur envoi partout dans le monde. Il s'agissait de la première mission confiée au Corps canadien, une initiative visant à envoyer des spécialistes canadiens à l'étranger soutenir des programmes de bonne gouvernance dans les pays en développement et les pays en transition, ainsi que dans les États fragiles. En soutenant des élections démocratiques comme dans le cas de la reprise de l'élection présidentielle en Ukraine, les Canadiens illustrent comment il est possible d'obtenir des résultats concrets (voir le rapport définitif de la Mission canadienne d'observation menée par l'ancien premier ministre John Turner, à [http://www.acdi-cida.gc.ca/cida\\_ind.nsf/vail/0670C067CC31A5B88525700C00624F09?OpenDocument](http://www.acdi-cida.gc.ca/cida_ind.nsf/vail/0670C067CC31A5B88525700C00624F09?OpenDocument)). Il est à noter que le Corps canadien a été transféré à l'ACDI en novembre 2004.

Au Moyen-Orient, le Canada a fourni des conseillers et des policiers formateurs au Centre international de formation policière de la Jordanie, ainsi qu'au ministère de l'Intérieur à Bagdad en vue de favoriser le renforcement des capacités dans le secteur de la sécurité en Iraq. Le Ministère a contribué au soutien apporté par le Canada aux élections présidentielles de l'Autorité palestinienne, en envoyant des techniciens, en facilitant l'inscription des électeurs et en déployant des observateurs des élections.

### 1.4.2 Objectif stratégique : Servir le gouvernement à l'étranger

L'initiative Jeunes professionnels à l'international (JPI) du Ministère a permis à 464 jeunes Canadiens de trouver des emplois et d'améliorer leurs compétences sur le marché du travail partout dans le monde, dans le cadre de 47 projets illustrant le mandat du Ministère. Environ 40 % de ces emplois étaient axés sur le développement démocratique, la bonne gouvernance, les droits de la personne, la sécurité humaine et la primauté du droit. Les participants ont fourni une rétroaction positive lors des réunions des stagiaires internationales tenues en mars 2005 (<http://www.dfait-maeci.gc.ca/youth/yip/jpi/success-fr.asp>). Par exemple, Bernard Koszyk a expliqué que son stage, parrainé par le Ministère et par le Centre Munk d'études internationales de l'Université de Toronto, lui a permis d'acquérir des connaissances en développement des affaires, en finances internationales et en exportations internationales, et aussi de se constituer un réseau de personnes-ressources au sein de l'industrie. Au sujet de son expérience du programme, Jasmine Jarjour a confié : « Je souhaiterais que tous les Canadiens aient l'occasion de vivre cette expérience parce que c'est une excellente façon d'en apprendre plus sur soi-même, de découvrir une nouvelle culture et de voir comment les Canadiens sont perçus dans le monde. »

Le Ministère fournit une infrastructure et des services essentiels à l'administration centrale et à son réseau de missions à l'étranger. Ces services comprennent l'hébergement, les ressources humaines, la sécurité, la gestion financière et immobilière, la vérification et l'évaluation, ainsi que l'information et la technologie. Travaillant de concert avec 20 ministères fédéraux, 9 ministères provinciaux, les organismes et les gouvernements étrangers, le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) gère cette infrastructure et les services qui s'y rattachent afin d'appuyer les priorités du gouvernement du Canada à l'échelle planétaire.

Depuis avril 2004, ces services sont désormais régis par un protocole d'entente (PE) générique (<http://lbp.dfait-maeci.gc.ca/smd/mous-fr.asp>) et par les normes de prestation des services s'y rattachant, à la demande de ses partenaires qui exigent davantage d'équité, de

partenariat ou appuyées par le travail d'organisations non gouvernementales, y compris l'ACDI, le Centre de recherches pour le développement international (CRDI), la GRC, Justice Canada, le Centre d'analyse des opérations et déclarations financières du Canada (CANAFE), le Service correctionnel du Canada et le ministère de la Défense nationale. Le soutien du PSH a permis au Canada de jouer un rôle de chef de file dans des dossiers majeurs comme la promotion du Statut de Rome et de la Cour pénale internationale, le processus de Kimberly sur la guerre des diamants, le débat sur la responsabilité de protéger et la menace que pose la prolifération des armes légères et de petit calibre. Une évaluation indépendante des cinq premières années du PSH a conclu qu'il s'agissait « d'un outil efficace pour améliorer la stratégie canadienne en matière de sécurité humaine ».

La majorité des projets financés par le PSH en Afrique s'inscrivaient directement dans le Plan d'action pour l'Afrique du G8, dont le Canada est l'architecte principal. Parmi les projets, citons le déploiement de deux experts canadiens au Programme des Nations Unies pour le développement pendant un an en vue de faciliter le processus national de désarmement, de démobilitation et de réintégration au Soudan. Par ailleurs, en collaboration avec Industrie Canada, Santé Canada, le ministère du Commerce international et l'ACDI, le Ministère a aidé le gouvernement à faire adopter et mettre en vigueur la *Loi de l'engagement de Jean Chrétien envers l'Afrique*. Cette loi permet aux fabricants de produits pharmaceutiques génériques canadiens de fabriquer et d'exporter certains produits pharmaceutiques (médicaments actuellement brevetés au Canada) dans les pays qui sont incapables de les fabriquer eux-mêmes. Ainsi, le Canada est le premier pays à mettre en œuvre la décision de l'Organisation mondiale du commerce (OMC) en ce qui concerne l'Accord de l'OMC sur les aspects des droits de propriété intellectuelle qui touchent au commerce (ADPIC), permettant aux pays en développement d'acheter les médicaments dont ils ont besoin à un prix abordable. Le Ministère a organisé des séances d'information aux Nations Unies pour les pays en développement et les pays industrialisés partenaires, afin de faciliter l'échange d'information avec Santé Canada et Industrie Canada.

Quant aux importantes initiatives dans la région de l'Asie-Pacifique, le Ministère a pris les devants en menant l'intervention du gouvernement canadien pour

Canada et la France, de célébrer la dualité linguistique et la diversité culturelle du Canada ainsi que de commémorer quatre siècles de dialogue entre les deux pays. Les sondages d'opinions effectués en France avant et après l'événement ont révélé une nette amélioration quant aux perceptions à l'égard du Canada.

- Le Programme de diplomatie ouverte du Ministère a également financé 71 projets permettant à des Canadiens de tout le pays de mieux comprendre la politique étrangère et le rôle du Canada dans le monde. Le Programme continue à s'adresser aux communautés de langue officielle en situation minoritaire et aux jeunes, 22 % et 80 % des projets appuyant ces groupes respectivement. Dans un sondage indépendant réalisé au début de 2005, les bénéficiaires de bourses ont fourni une réaction positive sur l'incidence de ce programme. Par exemple, 96 % des participants étaient d'accord ou fortement d'accord pour dire qu'ils avaient acquis une meilleure connaissance du rôle international que joue le Canada, tandis que 94 % étaient d'accord ou fortement d'accord pour affirmer qu'ils avaient amélioré leur compréhension des réalités et des enjeux internationaux grâce au programme.

**Promotion de la démocratie, des droits de la personne, en œuvre du Plan d'action pour l'Afrique du G8 : La politique étrangère du Canada a toujours cherché à répondre aux préoccupations des gens du monde entier qui recherchent la liberté, la stabilité, la démocratie et une meilleure vie. Le Canada continue à faire preuve de leadership sur le plan international en vue de développer et de faire progresser le programme pour la sécurité humaine.**

Le Canada a accueilli et présidé la réunion ministérielle du Réseau de la sécurité humaine en mai 2005, qui a permis de rédiger la Déclaration ministérielle sur la sécurité humaine et la réforme des Nations Unies (<http://www.humansecuritynetwork.org/docs/31may2005-f.php>). Le Programme pour la sécurité humaine (PSH) du Ministère a remporté du succès, finançant 200 projets dans plus de 25 pays l'année dernière. Ces projets étaient axés sur des sujets tels que le renforcement du leadership diplomatique et de la défense des droits, le renforcement des capacités et la protection des civils. Un certain nombre de ces initiatives ont été entreprises en

Le premier ministre a continué à promouvoir la réforme novatrice visant à créer un L20 de dirigeants mondiaux lors du Forum économique mondial de 2004 à Davos, en Suisse, et dans le cadre d'autres réunions clés. Selon un mémoire préparé en septembre 2004 par le directeur du Groupe de recherche sur le G8 de l'Université de Toronto, « il existe désormais un consensus général selon lequel la communauté internationale bénéficierait d'une réunion du G20 au niveau des dirigeants. Certains dirigeants des pays du G20 qui sont importants sur le plan systémique ont salué la promotion d'une réunion au niveau des dirigeants du G20 [qui réunit des ministres des Finances]. Certains membres importants du G8 ont également exprimé un sérieux intérêt pour cette question. » ([http://www.g7.utoronto.ca/scholar/kirton2004/kirton\\_040922.html](http://www.g7.utoronto.ca/scholar/kirton2004/kirton_040922.html)) Entre-temps, les presses universitaires des Nations Unies ont publié un livre d'essais sur l'idée du L20 en octobre 2005, intitulé *Reforming from the Top: A Leaders' 20 Summit* (<http://www.unu.edu/unupress/2005/reformingfromtop.htm>). Dans ce livre, les auteurs expliquent en quoi le L20 constituerait un atout appréciable pour l'architecture internationale.

En ce qui concerne les relations bilatérales clés du Canada, le Mexique est passé au premier plan de sa politique étrangère. En effet, le Mexique est devenu le cinquième partenaire commercial mondial du Canada. Le gouvernement mexicain a désigné le Canada comme partenaire stratégique, particulièrement à l'égard des questions de gouvernance, et il l'a défini comme un modèle en matière de réformes ainsi qu'un éventuel allié en ce qui concerne leurs relations bilatérales avec les États-Unis. La visite du président mexicain Vicente Fox à Ottawa en octobre 2004 a permis de promouvoir la cohérence des politiques bilatérales dans des domaines tels que l'environnement et la politique étrangère, ainsi que de conclure des ententes sur diverses questions, notamment la coopération universitaire, le changement climatique et les soins de santé. Un des principaux résultats découlant de cette visite a été l'établissement du partenariat Canada-Mexique, un forum public-privé de haut niveau visant à renforcer la coopération économique et politique bilatérale dans des domaines tels que la concurrence en Amérique du Nord, le capital humain, le logement et les questions urbaines.

La liste suivante présente quelques initiatives bilatérales particulièrement significatives de 2004-2005 :

- La mise en œuvre du Programme de partenariat Canada–Union européenne en mars 2004 (<http://www.dfait-maeci.gc.ca/canadaeuropapartnership-agenda-fr.asp>) a commencé cette année. Le partenariat renferme plus de 50 initiatives visant à relancer et à approfondir les relations canado-américaines ainsi qu'à traiter efficacement les questions d'intérêt mondial.
- Le Canada a réussi à approfondir ses relations bilatérales avec le Brésil lors de la visite du premier ministre Paul Martin dans ce pays en novembre 2004. Le Canada et le Brésil ont signé une déclaration conjointe (<http://www.pm.gc.ca/tra/news.asp?id=333>) afin de renforcer leurs relations et de confirmer leur partenariat à l'échelle internationale et hémisphérique.
- Dans le cadre de la Déclaration commune de l'Inde et du Canada (<http://www1.pm.gc.ca/tra/news.asp?id=391>), annoncée lors de la visite en Inde du premier ministre Paul Martin en janvier 2005, l'Inde a réitéré son soutien en faveur de l'initiative du L20. De plus, les deux pays ont renforcé leur dialogue sur des questions internationales et régionales, ainsi que leur volonté de collaborer sur des initiatives en matière de science, de technologie et d'environnement.
- Le même mois, le premier ministre a visité le Japon, où il a signé une déclaration conjointe avec ce pays ([http://www.dfait-maeci.gc.ca/asia/japan/2005\\_Joint\\_Statement-fr.asp](http://www.dfait-maeci.gc.ca/asia/japan/2005_Joint_Statement-fr.asp)).
- Toujours en janvier 2005, le Canada a signé avec l'ambassade du Canada en Chine est la troisième ambassade canadienne en importance au monde.
- Le Ministère continue d'appliquer divers programmes de diplomatie ouverte, y compris des programmes universitaires et culturels, comme le Fonds pour les initiatives de diplomatie ouverte, qui donnent du Canada l'image d'un pays dynamique, innovateur, bien gouverné, avancé, et qui est un allié et un partenaire digne de confiance. Ils permettent également d'accroître la visibilité du Canada à l'échelle internationale. Dans cette même veine, un événement lancé l'année dernière, Canada-France 2004-2008, a permis au Ministère de moderniser l'image du Canada en France, de renforcer les partenariats et les liens entre le

régions du monde à répondre aux obligations définies en vertu de la Convention. Durant cette période, trois nouveaux pays ont officiellement adhéré à la Convention d'Ottawa : l'Éstonie, l'Éthiopie et la Papouasie-Nouvelle-Guinée.

**Renforcement des organisations multilatérales et des principaux partenariats bilatéraux :** Les Canadiens ont toujours soutenu l'action collective des pays souverains pour relever les défis auxquels fait face l'ensemble de la communauté internationale. C'est pourquoi le Canada contribue activement à la réforme d'importantes institutions multilatérales. Au cours de la dernière année, il a œuvré en vue de réformer non seulement l'Organisation des Nations Unies, mais aussi l'Organisation de coopération et de développement économiques (OCDE) et la Francophonie.

Au moment où l'ONU traverse une période critique de son histoire, il est bon de rappeler le mélange de pessimisme et d'espoir qui ont concouru à la création des Nations Unies en 1945. Comme ils l'ont fait à cette époque, les Canadiens veilleront à ce que l'ONU continue de défendre avec force ses idéaux dans un monde en mutation. Le Canada est le septième bailleur de fonds du budget ordinaire des Nations Unies. Il fait également partie des rares pays à s'acquitter de leur quote-part à temps, en entier et sans condition.

Pour marquer son 60<sup>e</sup> anniversaire – et le 5<sup>e</sup> anniversaire de la Déclaration du Millénaire en faveur de la réduction de la pauvreté – les dirigeants de la planète se réuniront à New York en septembre 2005, afin d'examiner un ensemble de réformes proposé par le secrétaire général, Kofi Annan (pour en savoir plus sur le Canada et le 60<sup>e</sup> anniversaire de l'ONU, voir *Canada – Regard sur le monde* à l'adresse : <http://www.dfat-maeci.gc.ca/canada-magazine/02-titre-fr.asp>).

Au cours de la dernière année, le Canada a soumis des propositions et des recommandations aux Nations Unies sur la réforme de cette organisation, tant de façon indépendante qu'en partenariat avec d'autres pays (voir les sites Web suivants) :

- ([http://w01.international.gc.ca/minpub/Publication.asp?publication\\_id=381557&Language=F&documentnumber=112](http://w01.international.gc.ca/minpub/Publication.asp?publication_id=381557&Language=F&documentnumber=112)) – Le Canada et d'autres membres du Groupe des amis pour la réforme de l'ONU ;
- <http://www.un.int/canada/francais.html> – Le Canada à propos de l'élargissement du Conseil de sécurité.

Dans divers points critiques de la planète, le Canada a joué un rôle actif dans la gestion de conflits et l'atténuation des menaces. Par exemple, il a participé à la mission de l'Organisation du Traité de l'Atlantique Nord (OTAN) en Afghanistan, envoyant des conseillers des services policiers et correctionnels à la mission d'aide humanitaire menée par l'ONU dans ce pays (<http://www.canada-afghanistan.gc.ca/menu-fr.asp> pour obtenir plus de renseignements sur le rôle du Canada dans la reconstruction de l'Afghanistan). Le Canada a contribué de façon significative à la Force multinationale interimaire (de mars à août 2004), ainsi qu'à la Mission des Nations Unies pour la stabilisation à Haïti, notamment en désignant un agent de la GRC pour remplir les fonctions de commissaire de la police civile de l'ONU. Le Canada a également contribué aux efforts internationaux visant à résoudre la crise au Darfour, en fournissant des hélicoptères et d'autres formes d'aide militaire et policière à la Mission de l'Union africaine au Soudan.

La Convention d'Ottawa de 1997 sur l'interdiction des mines antipersonnel (<http://www.mines.gc.ca/menu-fr.asp>) est une autre initiative dans laquelle le Canada a continué de jouer un rôle de premier plan, et il s'agit aussi d'un exemple remarquable de réussite en matière de désarmement international et de coopération humaine. Près des trois quarts des pays du monde sont signataires de la Convention. Seuls 15 pays ont conservé le droit de continuer à produire des mines, alors qu'ils étaient 50 en 1999. Il n'y a plus de commerce officiel, et les nouvelles utilisations de mines antipersonnel sont relativement rares. Les pays signataires ont détruit plus de 37 millions de mines stockées, et de grandes étendues de terrain ont été déminées et rendues à un usage productif. (Pour obtenir plus d'information sur la situation actuelle des mines dans le monde, voir le site Web de surveillance des mines terrestres, Landmine Monitor, à l'adresse : <http://www.icbl.org/lm/>). La décision de la Campagne internationale pour l'interdiction des mines terrestres de déposer ses archives et sa citation au prix Nobel de la paix au Canada (Bibliothèque et Archives Canada) témoigne de notre association très étroite à la lutte menée dans le monde contre les mines, et traduit l'idée qu'il est tout à fait naturel de déposer les archives à Ottawa.

En 2004-2005, le Canada a consacré plus de 27,2 millions de dollars à quelque 90 projets dans plus de 60 pays touchés par les mines, et il a aidé des pays de toutes les

Unis sur les tiers pays sûrs, qui touche la frontière entre les deux pays et permet au Canada de mieux gérer le flux de demandes du statut de réfugié et de réduire les abus dont font l'objet ses systèmes d'asile. Parmi d'autres initiatives particulièrement importantes qui sont liées à la sécurité, citons l'amendement de l'accord sur le Commandement de la défense aérospatiale de l'Amérique du Nord (NORAD), qui permet de rendre sa fonction d'alerte antimissile disponible pour les commandements américains chargés de la défense antimissile balistique. De plus, la création d'un nouveau centre des opérations de sûreté maritime intégré permettra d'améliorer la sûreté maritime dans le réseau des Grands Lacs et la Voie maritime du Saint-Laurent.

## Réduction de la menace internationale et campagne antiterroriste : Le terrorisme et les autres menaces contre la sécurité comptent aujourd'hui parmi les problèmes les plus significatifs auquel la communauté internationale est confrontée.

Le Partenariat mondial du G8 contre la prolifération des armes de destruction massive et des matières connexes ([http://www.dfat-maeci.gc.ca/foreign-policy/global\\_partnership/menu-fr.asp](http://www.dfat-maeci.gc.ca/foreign-policy/global_partnership/menu-fr.asp)) a été élaboré sous la direction du Canada au Sommet de Kananaskis, et il poursuit les efforts précédents déployés par les États-Unis. Vingt-deux pays y participent désormais, travaillant en collaboration pour diminuer les risques liés aux armes et aux substances connexes de destruction massive. Au cours de la dernière année, le Canada a apporté de précieuses contributions à ce programme,

aidant entre autres :

- à financer les projets de fermeture du dernier réacteur produisant du plutonium de qualité militaire à Zheleznogorsk;
- à démanteler trois sous-marins nucléaires russes;
- à exécuter d'importants travaux d'infrastructure au centre de destruction des armes chimiques de Tchoutchye, dans l'oblast de Kourgan;
- à financer des projets de recherche et d'autres activités afin de réorienter le travail d'anciens scientifiques de l'ancienne Union soviétique pour d'autres pays de l'ancienne Union soviétique pour qu'ils se consacrent à des travaux pacifiques.

L'ancien sénateur américain Sam Nunn, coprésident de l'Initiative contre la menace nucléaire (NTI), une organisation non gouvernementale qui cherche à

réduire la menace que font peser les armes nucléaires, biologiques et chimiques, a reconnu le rôle de premier plan que joue le Canada dans le Partenariat mondial du G8 au cours d'une conférence de presse tenue en février 2005 à Washington ([http://www.dfat-maeci.gc.ca/foreign-policy/global\\_partnership/contribution\\_agreement-fr.asp](http://www.dfat-maeci.gc.ca/foreign-policy/global_partnership/contribution_agreement-fr.asp)). Il a déclaré que « les Canadiens ont une feuille de route longue et impressionnante en matière de réduction des menaces. Le Canada a joué un rôle très important dans le Partenariat mondial du G8 contre la prolifération des armes de destruction massive et des matières connexes, en collaborant à sa création et en travaillant de façon diligente pour le faire financer ».

Le Canada a joué un rôle de premier plan dans la promotion d'initiatives clés de lutte contre le terrorisme international. Parmi celles-ci notons les initiatives de renforcement de la sécurité aérienne et maritime et les efforts accrus pour combattre la fraude de documents, y compris des documents de voyage et d'identité plus sûrs, une coopération accrue entre les spécialistes du droit et de l'application des lois et le partage de l'information. Les ententes conclues au cours de forums internationaux tels que le Sommet du G8 de Sea Island, le Forum de coopération économique Asie-Pacifique (APEC), le Forum régional de l'ANASE, l'Organisation des États américains (OEA) et l'Organisation pour la sécurité et la coopération en Europe (OSCE) témoignent du rôle de chef de file du Canada. Le Canada a également fourni une aide au renforcement des capacités antiterroristes en offrant de la formation et des ateliers sur les lois antiterroristes, le financement antiterroriste, la sécurité aérienne et maritime, la gestion efficace des frontières et la sûreté des documents. Cette aide, offerte en collaboration avec l'APFEC, le Commonwealth, l'OEA, l'Office des Nations Unies contre la drogue et le crime et d'autres partenaires internationaux, a été grandement appréciée des participants et des partenaires, comme le révèlent les commentaires reçus de façon officielle ou non officielle. Étant donné la demande internationale croissante pour l'aide du Canada, le Ministère a mis sur pied un programme d'aide au renforcement des capacités antiterroristes en collaboration avec 19 autres ministères et organismes fédéraux. Ce programme, annoncé en avril 2004 dans la Politique de sécurité nationale, est établi dans les locaux du Ministère et contribuera à accroître la sécurité des États bénéficiaires ainsi que des Canadiens au pays et à l'étranger.

- Pour renforcer la promotion du Canada et le développement des affaires aux États-Unis et favoriser une approche pangouvernementale des relations canado-américaines, le Ministère a pour-suivi sa collaboration avec huit autres ministères et organismes en ce qui a trait à l'Initiative de représentation accrue aux États-Unis. Les com-mentaires directs des ministères partenaires indiquent qu'ils sont satisfaits de l'aide qu'offre l'Initiative en matière de services de promotion des intérêts et de développement des affaires.
- En vue de défendre les intérêts canadiens aux États-Unis de façon plus stratégique, le Ministère a établi le Secrétariat de Washington à l'ambassade du Canada dans la capitale américaine. Le secré-tariat se compose de deux éléments : l'un sou-tenant les activités parlementaires, et l'autre travail-lant à accroître la représentation des provinces et des territoires aux États-Unis.
- Le Ministère a adopté une approche ciblée afin d'engager les décideurs et les leaders d'opinion américains pour mieux faire valoir le Canada et ses intérêts aux États-Unis. Par exemple, il a lancé de nouveaux sites Web portant sur le Canada et destinés au public américain (<http://www.canadianally.com/ca/> et <http://www.canadamatters.com/cm/>) et il a parrainé des événements plus stratégiques, lors desquels les représentants canadiens ont discuté avec les dirigeants américains. Dans l'ensemble, les taux d'utilisation des sites Web du Ministère qui traitent des relations canado-américaines ont augmenté de 19 % l'année dernière, avec un total de 22 millions de visites.
- Pour accroître et homogénéiser l'engagement des partenaires canadiens dans les relations canado-américaines, le Ministère a adopté plusieurs mesures, y compris la publication d'un hebdo-madaire distribué à grande échelle, l'*Advocacy Report Card*, qui donne des renseignements sur les activités des missions canadiennes aux États-Unis et fait le point sur les politiques relatives aux enjeux bilatéraux importants.

Entre-temps, le Ministère a assuré la mise en œuvre continue du Plan d'action pour une frontière intelli-gente, un plan charnière canado-américain. Parmi les faits saillants, citons l'élaboration d'une entente visant à mettre en commun l'information sur les voyageurs à haut risque qui arrivent dans l'un ou l'autre des deux pays, ainsi que la création de l'Entente Canada-États-

Mais bien que la création de l'EPPI soit primordiale, elle ne constitue qu'une première étape. Le Ministère doit ensuite faire tout son possible pour veiller à sa mise en œuvre rapide et harmonieuse. Pour ce faire, le Ministère a formé entre autres deux nouveaux comités interministériels auxquels participent les sous-ministres et les sous-ministres adjoints et qui soutiennent le comité du Cabinet chargé des affaires internationales. En ce qui concerne l'EPPI, ces comités aideront à mettre en place une méthode de mise en œuvre pangouvernementale plus homogène et à coordonner les enjeux internationaux aux niveaux supérieurs du gouvernement.

Le suivi régulier de la mise en œuvre de l'EPPI est assuré par un rapport de situation annuel au Parlement, qui doit commencer l'année prochaine. Ce suivi permettra d'accroître le rôle des parlementaires à l'égard des politiques internationales du Canada.

**Relations canado-américaines améliorées (notam-ment en ce qui concerne les questions de fron-tières et de sécurité) : L'EPPI reflète pleinement un Canada engagé dans le monde, mais aussi un Canada solidement ancré en Amérique du Nord. Il souligne également que la relation avec les États-Unis est la plus importante relation bilatérale du pays. Les relations entre le Canada et les États-Unis sont complexes et touchent tous les programmes et toutes les priorités du Ministère.**

Trois événements majeurs ont donné une nouvelle impulsion aux relations canado-américaines en 2004-2005. La visite du premier ministre aux États-Unis (<http://www.pm.gc.ca/tra/news.asp?id=199>) et la pre-mière visite officielle du président des États-Unis au Canada (<http://www.pm.gc.ca/tra/news.asp?id=341>), qui ont donné lieu à de nombreux accords bilatéraux et trilatéraux importants qui portent entre autres sur la sécurité et les possibilités économiques, et la rencontre du premier ministre avec le président des États-Unis et le président du Mexique au Texas (<http://pm.gc.ca/tra/news.asp?id=443>), qui a permis de mettre sur pied le Partenariat nord-américain pour la sécurité et la prospérité.

Au cours de la dernière année, le Ministère a réalisé plusieurs autres initiatives clés en matière de relations canado-américaines :

## 1.4 Résumé du rendement du Ministère en 2004-2005

Ambassade du Canada, Washington



Comme le Ministre le mentionne dans son message, le gouvernement canadien veut recentrer et revigorer sa politique étrangère et ses engagements internationaux. Le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) est au cœur de cette démarche.

Ce qui suit est un résumé des principales réalisations accomplies par le Ministère l'année dernière, classées par objectifs stratégiques. Sous chacun des résultats, les principales priorités s'y rapportant sont énumérées en caractères gras (tirées du *Rapport sur les plans et les priorités de 2004-2005*). Il est également question des réalisations du Ministère relatives à ses engagements (énumérés dans la section 4.4 du RPP -- [http://www.tbs-sct.gc.ca/est-pre/20042005/FAC-AEC/FAC-AECr4501\\_f.asp#section4.4](http://www.tbs-sct.gc.ca/est-pre/20042005/FAC-AEC/FAC-AECr4501_f.asp#section4.4)). Si plusieurs des engagements 2004-2005, Certains accomplissements ont dépassé les attentes, mais d'autres activités envisagées nécessitent encore des améliorations. Il sera question des points à améliorer dans le *Rapport sur les plans et les priorités de 2006-2007*.

Les accomplissements de 2004-2005 soulignés ci-dessous, ainsi que plusieurs autres, sont discutés en détail dans la section 2 de ce rapport.

### 1.4.1 Objectif stratégique : Promouvoir les intérêts du Canada sur la scène internationale

L'élaboration d'un cadre de politique internationale : Le rôle de leadership qu'a joué le Ministère dans l'élaboration de l'Enoncé de politique internationale (EPI) du gouvernement (<http://www.dfait-maeci.gc.ca/cip-pic/ips/ps-fr.asp>) constitue la pièce maîtresse de son travail effectué en 2004-2005. L'EPI est le fruit d'une consultation extensive avec les partenaires fédéraux et les partenaires des provinces et des territoires, et il établit une approche bien plus stratégique et plus coordonnée pour promouvoir le programme international du Canada. En fait, l'EPI reconnaît le caractère changeant du paysage géopolitique mondial et la complexité des problèmes auxquels le Canada est confronté, et il propose essentiellement une approche pangouvernementale et pancanadienne des relations internationales. Il comprend un réinvestissement dans les instruments internationaux du Canada tels que la représentation diplomatique, l'aide étrangère et la défense nationale. Il comprend également de nouvelles initiatives visant à rendre les politiques internationales du Canada plus efficaces et plus influentes, notamment :

- établir le Fonds pour la paix et la sécurité dans le monde (FPSM) en vue de favoriser une intervention canadienne plus rapide et plus efficace pour protéger les habitants des États défaillants et en voie de l'être;
- établir un Groupe de travail sur la stabilisation et la reconstruction (GASR) qui coordonnera les interventions canadiennes dans les crises de sécurité internationales et contribuera à l'aide en cas d'urgence internationale;
- mettre davantage l'accent sur la capacité d'élaboration des politiques et la diplomatie ouverte, améliorer le perfectionnement des compétences des employés du Ministère et déployer les ressources à l'étranger de façon plus souple et plus stratégique.

L'EPI reconnaît également que la diplomatie ouverte constitue un élément essentiel des efforts déployés pour atteindre les objectifs du Canada en matière de politique étrangère. En effet, les projets culturels et universitaires permettent d'approfondir le dialogue entre le Canada et d'autres pays, de soutenir nos efforts de promotion et d'accroître la visibilité internationale du pays ainsi que son influence sur la scène mondiale.

La deuxième enquête trimestrielle Naton Brand Index Anholt-GMI, parue en août 2005, fournit un classement de 25 pays dans le monde selon l'attractivité globale de leur image de marque ([http://www.gmi-mr.com/gmipoll/nbi\\_q2-canadian-press-release.phtml](http://www.gmi-mr.com/gmipoll/nbi_q2-canadian-press-release.phtml)). Le Canada, nouvellement inscrit à cette enquête, se classe en deuxième place (après l'Australie) pour la plupart des éléments du sondage, y compris le meilleur endroit pour travailler, vivre et créer une entreprise, les habitants et la gouvernance. Le Ministère retient tout particulièrement de ce sondage la deuxième place obtenue par le Canada (derrière la Suisse) quant au niveau de confiance des participants envers le gouvernement fédéral, en ce qui concerne la prise de décisions responsables et la défense de la paix et la sécurité mondiales. Dix mille consommateurs de 10 pays différents ont participé à cette enquête. Les participants n'ont pas été questionnés sur leur propre pays.



Ambassade du Canada, Paris

spéciale sur l'Afrique, qui met l'accent sur les défis en matière de développement et de sécurité, la réaction de la communauté internationale, la politique canadienne concernant l'Afrique et l'engagement du Canada sur ce continent. Le Comité sénatorial a également publié en mars 2004 un rapport sur les relations du Canada avec les pays du monde musulman (<http://www.parl.gc.ca/committee/CommitteePublication.aspx?COM=08&SourceId=76222&SwitchLanguage=1>). Le gouvernement a approuvé les principales actions proposées par le Comité. Un groupe de travail sur les relations avec les communautés musulmanes, au sein du Ministère, se penche actuellement sur les questions discutées dans la réponse du gouvernement.

Selon un sondage Environics réalisé en octobre 2004 par le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*), les Canadiens sont satisfaits du rendement du Ministère dans cinq dossiers clés (représenter le Canada sur la scène internationale, promouvoir la paix et la sécurité mondiales, lutter contre la pauvreté dans le tiers monde, promouvoir les droits de la personne dans le monde et aider les voyageurs canadiens en difficulté). Cependant, le taux de satisfaction est moins élevé que l'année dernière (réduction de 3 % à 10 %) pour tous les dossiers sauf le dernier. Ce déclin de la satisfaction à l'égard de son rendement est un des facteurs que le Ministère espère corriger en changeant son mode de fonctionnement et ses priorités, conformément à l'EBPI.

confrontée à des menaces relatives au terrorisme, à la propagation transnationale des maladies, à des catastrophes naturelles comme l'ouragan Katrina, qui a inondé la Nouvelle-Orléans, à la dégradation de l'environnement et aux nombreux états défaillants ou en voie de l'être dans le monde entier. Deuxièmement, la légitimité et l'efficacité des organisations multilatérales sont remises en question, d'où un urgent besoin de réformes. Troisièmement, une nouvelle distribution du pouvoir est en train d'émerger sur l'échiquier mondial avec la montée d'importants nouveaux acteurs, dont la Chine, l'Inde et le Brésil. Quatrièmement, la compétitivité du marché international continue de mettre énormément l'accent sur l'innovation et la productivité. Dans cet environnement, il est à noter que les Canadiens sont de plus en plus nombreux à voyager à l'étranger et à s'intéresser vivement aux questions de politique étrangère, y compris les efforts internationaux de secours (tels que ceux concernant le tsunami de décembre 2004), l'aide étrangère (notamment par le G8, tel que le démontre les concerts Live 8 qui ont précédé la tenue du sommet du G8 en 2005) et le traitement des Canadiens à l'étranger (notamment concernant l'enquête Maher Arar et la mort de la photojournaliste Zahra Kazemi en Iran). Il n'est donc pas surprenant que le Ministère constate une demande croissante pour ses services de la part de ses partenaires, de ses clients et de la population canadienne.

*Risques et défis*

Voici, en ce moment, les principaux risques :

- Le Canada est confronté à des menaces variées mais liées entre elles, incluant le terrorisme, les maladies sous la forme de pandémies mondiales, les menaces transfrontalières à l'environnement et la criminalité internationale.
- La prospérité du Canada risque d'en souffrir si les relations politiques et économiques entretenues avec des partenaires clés sont improductives, si l'architecture financière mondiale souffre de déséquilibres importants ou si la menace du terrorisme cause des obstacles au commerce avec les États-Unis.
- La promotion des intérêts canadiens pourrait être affectée négativement par l'unilatéralisme croissant à l'échelle mondiale, ainsi que par l'inefficacité des institutions et des outils multilatéraux.
- La croissance des puissances régionales à l'échelle

mondiale, pourrait affaiblir l'influence de notre pays au sein de la communauté internationale.

*Autres facteurs environnementaux*

De nombreuses discussions ont eu lieu au cours de la dernière année sur l'orientation future de la politique étrangère canadienne, notamment dans *At Home in the World: Canada's Global Vision for the 21st Century* de Jennifer Welsh (2004) et dans *Canada Premier! Prendre les devants dans une économie mondiale en transformation*, un rapport du Conseil canadien des chefs d'entreprises (juin 2005) ([http://www.ceocouncil.ca/fr/view/?document\\_id=431](http://www.ceocouncil.ca/fr/view/?document_id=431)).

Plusieurs autres publications traitent également d'enjeux mondiaux majeurs, tels que la réforme de l'ONU et l'atteinte des Objectifs du Millénaire pour le développement :

- Dans un document intitulé *American Interests and UN Reform*, publié en juin 2005, le United States Institute of Peace émet des recommandations sur la réforme de l'ONU ([http://www.usip.org/un/reports/un\\_report.pdf](http://www.usip.org/un/reports/un_report.pdf)).
- En mars 2005, le secrétaire général des Nations Unies a publié un rapport intitulé *Dans une sécurité plus grande, développement, sécurité et respect des droits de l'homme pour tous* (<http://www.un-ngls.org/N0527079.pdf>). Les Nations Unies ont également publié le document *Millennium Development Goals Report 2005* (<http://www.unmillenniumproject.org/documents/MDG%20Book.pdf>).
- En décembre 2004, les Nations Unies ont publié *Un monde plus sûr : notre affaire à tous*, un rapport du Groupe de personnalités de haut niveau sur les menaces, les défis et les changements, du Secrétaire général (<http://www.un.org/french/secureworld/>).

Le Comité permanent des affaires étrangères et du commerce international de la Chambre des communes a publié des rapports sur un grand éventail de questions au cours de la dernière année, entre autres sur une stratégie canadienne à l'égard des marchés émergents, l'aide internationale, la crise humanitaire au Darfour et la participation d'Israël aux travaux de l'ONU.

Le Comité permanent des affaires étrangères et du commerce international du Sénat mène une étude

- l'utilisation des sites Internet et des publications du Ministère par le public cible.

Il faut comprendre que cette description des mesures du rendement du Ministère n'est en aucune façon exhaustive. Le Ministère tente de veiller à ce que toutes les méthodes utilisées pour mesurer son rendement soient fiables et crédibles.

Les pages suivantes font référence à tous les indicateurs de rendement mentionnés précédemment. De plus, ce rapport indique de nombreux sites Internet permettant de vérifier les renseignements fournis et de trouver davantage de renseignements sur pratiquement tous les aspects du Ministère et de ses activités.

Notons également que chaque année, le Ministère effectue une série de vérifications et d'évaluations ciblées tout au long de ses activités, afin de fournir aux cadres supérieurs des données sur l'efficacité et le rendement de ses programmes (voir la section sur les Services ministériels et les Ressources humaines pour plus de détails sur les vérifications et les évaluations de 2004-2005). S'il y a lieu, les vérifications et les évaluations du Ministère sont fondées sur les Cadres de gestion et de responsabilisation axés sur les résultats (CGRR) et les Cadres de gestion axés sur les risques (CGAR). En ce moment, le Ministère a mis sur pied environ 30 CGRR et CGAR pour différents programmes.

### 1.3.6 Contexte

*Facteurs internes et externes qui influent sur le Ministère*

*Facteurs internes :* Tout d'abord, le Ministère est en cours de transformation et de modernisation majeures. Il s'applique avec diligence à offrir un service ininterrompu tout au long de cette période de transition. Deuxièmement, le Ministère continue de renforcer la sécurité de son administration centrale et de ses missions afin de faire face à la menace constante d'activités terroristes telles que les attentats à la bombe à Londres en juillet 2005, la criminalité cybernétique et l'espionnage.

*Facteurs externes :* Comme le mentionne le résumé de l'ÉPI intitulé « survol », quatre facteurs majeurs influent présentement sur la politique étrangère canadienne. Premièrement, la communauté internationale est

problèmes à ce sujet. Ces moyens comprennent : des sondages auprès des employés (dans l'ensemble de la fonction publique et au Ministère), des vérifications et des évaluations internes telles que le système de gestion des ressources humaines, le rapport annuel de l'Institut canadien du service extérieur, le rapport annuel *Santé de l'organisation* et des profils des ressources humaines des secteurs, préparés tout au long de l'année par des spécialistes des ressources humaines.

*Indicateurs quantitatifs et qualitatifs :* Afin de mesurer comment il fait progresser les intérêts du Canada sur la scène internationale, le Ministère utilise une série d'indicateurs de rendement plus complexes et plus diversifiés, à savoir :

- les ententes négociées par le Canada avec d'autres pays au niveau bilatéral ou multilatéral;
- les ratifications liées à des initiatives (telles que la Convention d'Ottawa pour l'interdiction des mines antipersonnel) menées par le Canada;
- la fréquence à laquelle les propositions et les intérêts canadiens sont intégrés aux ententes et aux déclarations internationales ou enténés, ou mis en œuvre par le ou les pays et les organismes en question;
- les visites entre chefs d'État au Canada ou à l'étranger;
- les contributions (monétaires ou non) aux activités, aux actions et aux programmes internationaux appuyés par le Canada;
- le rôle de meneur du Canada dans le cadre d'initiatives et de processus internationaux;
- la réaction des guides d'opinion et des décideurs au Canada et ailleurs ainsi que celle des intervenants et des Canadiens;
- la participation à des événements et à des activités subventionnés par le Ministère pour faire progresser les intérêts canadiens et obtenir la rétroaction des participants;
- la couverture médiatique nationale et mondiale du Canada et de son rôle international ainsi que la couverture médiatique du Ministère et de ses activités;
- les recherches d'opinion publique menées par le Ministère;
- les renseignements sur le Ministère et sur ses activités provenant d'autres sources extérieures, notamment l'Observatoire des mines, les études d'opinion publique et l'enquête Naton Brand Index Anholt-GMI;

Passport Canada est un organisme de service spécial, qui administre et fournit des services de passeport aux Canadiens, au moyen du fonds renouvelable des services de passeport. Passeport Canada finance donc ses activités avec les recettes provenant de la vente de ses produits, conformément aux directives du Conseil du Trésor.

La section 3 de ce rapport présente des renseignements financiers plus détaillés.

*Ressources humaines (ETP) (voir la figure 2 à la page précédente)*

ETP signifie « équivalent temps plein », c'est-à-dire les ressources humaines nécessaires pour maintenir un niveau d'emploi moyen sur 12 mois, sur la base d'une semaine de 37,5 heures de travail. Le tableau ci-dessus indique le nombre approximatif d'ETP utilisés par le Ministère l'année dernière.

L'effectif du Ministère se divise en trois groupes distincts : les agents du service extérieur, qui alternent régulièrement entre l'administration centrale et les missions du Canada à l'étranger, le personnel non permanent, qui travaille principalement à l'administration centrale à Ottawa, et le personnel engagé sur place dans les missions à l'étranger. Parmi ses employés nommés pour une période indéterminée, le Ministère comprend un plus grand pourcentage d'employés francophones (36 %) que l'ensemble de la fonction publique (30,8 %) mais un plus petit pourcentage d'anglophones (64 % comparativement à 69,2 %). De plus, la représentation des groupes désignés dans le Ministère est moins élevée que la moyenne de la disponibilité de la main-d'œuvre, particulièrement en ce qui concerne les minorités visibles (7,1 % contre 10,4 %). Le Ministère a pratiquement le même taux de roulement du personnel que les autres ministères (5,2 % contre 5 %).

1.3.5 Comment le Ministère évalue son rendement

La plupart des évaluations du rendement d'organismes ont tendance à faire une très large part aux chiffres et aux statistiques. Cependant, cette approche ne refléterait pas le rendement global du Ministère, étant donné l'ampleur et la nature de son mandat et de ses activités. Il est en effet difficile d'utiliser un seul ensemble d'indicateurs de performance pour évaluer le travail diversifié relatif à chacun des trois objectifs

stratégiques du Ministère. La raison en est simple : si le travail effectué pour servir le gouvernement et les Canadiens à l'étranger se prête à de multiples analyses numériques et statistiques, les efforts accomplis pour promouvoir les intérêts canadiens dans le monde doivent pour la plupart être jugés de manière beaucoup plus qualitative. Ainsi, si les sondages auprès des clients et les données sur les services sont très éclairants sur l'efficacité du Ministère à fournir des services de passeport, ils ne permettent pas d'évaluer la contribution du Ministère à la diminution de la menace internationale et à la campagne antiterroriste.

Il est clair qu'il est plus simple de mesurer les résultats tangibles, tels que le nombre de passeports émis, que les activités plus abstraites de promotion des intérêts du Canada sur la scène internationale, telles que la promotion de la démocratie, des droits de la personne, de la bonne gouvernance et de la primauté du droit. Le Ministère se sert donc d'indicateurs de rendement quantitatifs et qualitatifs.

*Indicateurs quantitatifs* : Le Ministère a adopté, ou est en voie d'adopter, une approche systématique d'évaluation des services dispensés au gouvernement et aux Canadiens à l'étranger. Dans un premier temps, le Système de gestion des opérations consulaires (COS-MOS) fait le suivi en temps réel de chaque cas relevant des affaires consulaires, en compilant automatiquement des statistiques exactes et en relevant les tendances. Deuxièmement, Passeport Canada mesure le rendement en temps réel tous les jours ouvrables, en utilisant l'afficheur du panneau de contrôle interne. Le Ministère et Passeport Canada mènent chacun des sondages annuels auprès de leurs clients sur leur rendement respectif. Avec ces renseignements, ils peuvent comparer leur rendement actuel aux normes qu'ils ont établies et s'ajuster au besoin. Troisièmement, en fournissant des services aux partenaires installés dans les missions à l'étranger, le Ministère a établi un protocole d'entente (PE) générique ainsi que des normes pour la prestation des services. Ces ententes ont démontré leur grande efficacité pour résoudre les points en litige relatifs aux services fournis par le Ministère à ses partenaires. En effet, 16 de ces problèmes ont été résolus l'année dernière.

Le Ministère a fait appel à plusieurs moyens pour rassembler des rétroactions sur son rendement en gestion des ressources humaines afin de relever les

Figure 1 : Ressources financières (en millions de dollars)

Objectif stratégique/Activité de programme	Dépenses prévues	Total des autorisations	Dépenses réelles <sup>1</sup>
<b>Promouvoir les intérêts du Canada sur la scène internationale</b>			
Politique stratégique	69,4	109,8	99,8
Politique mondiale et sécurité	728,8	794,2	656,9
Relations bilatérales	119,3	151,2	129,9
<b>Servir le gouvernement à l'étranger</b>			
Services communs et infrastructure (Soutien de l'administration centrale et des missions à l'étranger)	732,7	615,5	578,7
<b>Servir les Canadiens à l'étranger</b>			
Affaires consulaires	63,8	84,6	78,6
Passeport Canada	7,5	13,9	2,5
<b>Total</b>	<b>1 721,5</b>	<b>1 769,2</b>	<b>1 546,4</b>

Notes :

1. Les chiffres qui apparaissent dans la colonne des Dépenses réelles de la rangée Total (c'est-à-dire 1 546,4 millions de dollars) n'incluent pas les dépenses réelles associées aux Services ministériels (118,7 millions de dollars) qui correspondent précisément à la prestation des Services ministériels et des Services exécutifs.

L'écart entre le Total des autorisations et les Dépenses réelles est principalement attribuable à la réduction des frais relatifs à la participation du Canada aux organisations internationales (133,9 millions de dollars) ainsi qu'aux fonds inutilisés relatifs au fonctionnement (72,2 millions de dollars) et au capital (4,1 millions de dollars).

Figure 2 : Ressources humaines (ETP)

Objectif stratégique/Activité de programme	Prévus	Réels	Différence
<b>Promouvoir les intérêts du Canada sur la scène internationale</b>			
Politique stratégique	110,0	110,0	0,0
Politique mondiale et sécurité	674,0	674,0	0,0
Relations bilatérales	1 506,0	1 506,0	0,0
<b>Servir le gouvernement à l'étranger</b>			
Services communs et infrastructure (Soutien de l'administration centrale et des missions à l'étranger)	5 465,0	4 800,0	(665,0)
<b>Servir les Canadiens à l'étranger</b>			
Affaires consulaires	400,0	400,0	0,0
Passeport Canada	1 730,9	1 731,0	0,1
<b>Total</b>	<b>9 885,9</b>	<b>9 221,0</b>	<b>(664,9)</b>

**Objectif stratégique**  
Servir les Canadiens à l'étranger : Les Canadiens qui voyagent, travaillent et vivent à l'étranger reçoivent de l'aide, des conseils, des avis et des services efficaces, tant concernant leurs documents de voyage que les services consulaires dont ils ont besoin.

**Activités de programme**

**Affaires consulaires** : Administrer et fournir des services consulaires aux Canadiens.

**Passport Canada** : Administrer et fournir des services de passeport aux Canadiens (au moyen du fonds renouvelable des services de passeport).

Le Ministère continuera à passer en revue la SRRG-AAP afin qu'elle reflète son programme de transformation. Tout changement sera assujéti à l'approbation du Secrétaire du Conseil du Trésor du Canada. À compter de l'exercice 2006-2007, le Ministère présentera le Bureau du protocole en tant qu'activité de programme distincte, qui possèdera sa propre section dans les documents de planification et de rendement.

Deuxièmement, les six priorités suivantes du Ministère (définies dans le cadre de planification stratégique de novembre 2004 et le Rapport sur les plans et les priorités de l'année) sont liées aux objectifs stratégiques :

- élaboration d'un cadre de politique internationale; renforcement des relations Canada-États-Unis (notamment pour les questions liées à la sécurité et à la frontière);
- réduction de la menace internationale et campagne antiterroriste;
- renforcement des organisations multilatérales et des principaux partenariats bilatéraux;
- promotion de la démocratie, des droits de la personne, de la bonne gouvernance et de la primauté du droit et mise en œuvre du Plan d'action pour l'Afrique du G8;
- promotion de l'innovation dans toutes les activités du Ministère.

Étant donné la nature horizontale du fonctionnement de la plupart du Ministère, certaines des six priorités concernent plus d'un objectif stratégique ou d'une activité de programme, comme on le verra aux sections 1.4 et 2 de ce RMR.

**1.3.4 Le contexte opérationnel du Ministère**

*Ressources financières (en millions de dollars) (voir la figure 1 à la page suivante)*

- dépenses de fonctionnement : environ 55,8 %;
- dépenses en capital : environ 7 %;
- subventions et contributions : environ 33 % (les contributions aux organisations internationales constituent environ 73 % de l'ensemble des subventions et contributions).

Le total des dépenses autorisées du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) s'élève à 1,8876 milliard de dollars (1,7283 milliard de dollars dans le Budget principal des dépenses et 183,6 millions de dollars dans le Budget supplémentaire des dépenses approuvé par le Parlement), moins des rajustements et transferts de 38,9 millions de dollars (selon les Comptes publics). Le Ministère a dépensé 1,665 milliard de dollars (88 % des dépenses autorisées) durant l'année financière 2004-2005. La différence entre les montants alloués et ceux dépensés est principalement attribuable à la réduction des frais relatifs à l'adhésion du Canada aux organisations internationales (133,9 millions de dollars) et aux fonds inutilisés prévus pour les dépenses de fonctionnement (72,2 millions de dollars) et en capital (4,1 millions de dollars). Le Ministère finance l'adhésion du Canada à des organisations internationales telles que l'ONU, l'Organisation mondiale de la santé (OMS) et l'Organisation de l'aviation civile internationale (OACI). Cette dépense bénéficie non seulement au Ministère mais également à l'ensemble du gouvernement canadien. Les ressources financières du Ministère sont ventilées comme suit :

L'attention portée par le Ministère aux bénéfices et aux services dépasse largement ses objectifs stratégiques; ses priorités et ses activités de programme annuelles sont également axées sur les résultats. Ils sont en effet tous les trois étroitement liés, ce qui mérite d'être souligné au moment de discussions portant sur le rendement. Le tableau et la discussion sur les priorités qui suivent illustrent la nature complémentaire des objectifs stratégiques, des activités de programme et des priorités.

Tout d'abord, les activités de programme du Ministère contribuent directement aux objectifs stratégiques de la façon suivante :

Les objectifs stratégiques du Ministère soutiennent aussi les priorités pangouvernementales indiquées dans le discours du Trône d'octobre 2004 et dans *Le rendement du Canada*. (voir la section intitulée « La place du Canada dans le monde » à [http://www.tbs-sct.gc.ca/report/govrev/04/cp-rc2\\_f.asp#5](http://www.tbs-sct.gc.ca/report/govrev/04/cp-rc2_f.asp#5)). Le *rendement du Canada* est un rapport présenté annuellement au Parlement par le Secrétaire du Conseil du Trésor du Canada. Il fournit une perspective axée sur les résultats pour la révision des services, des politiques et des programmes fédéraux qui contribuent à la qualité de vie des Canadiens.

**Objectif stratégique**  
*Promouvoir les intérêts du Canada sur la scène internationale* : Le Ministère assure la promotion des intérêts du Canada sur la scène internationale – En partenariat avec les Canadiens, il se fait le reflet du Canada et de ses valeurs aux yeux du monde entier, aide les Canadiens à mieux interpréter le monde et œuvre pour les intérêts du Canada à l'étranger.

Activités de programme

**Politique stratégique** : Diriger à la fois la formulation de la politique internationale globale du Canada et l'élaboration interministérielle de stratégies pangouvernementales, dont la diplomatie ouverte.

**Politique mondiale et sécurité internationales** : Deux composantes, soit :

- (a) **Sécurité internationale** : Promouvoir aux niveaux bilatéral et multilatéral les intérêts canadiens en matière de sécurité internationale et de programmes de sécurité humaine et gérer les responsabilités du Ministère en matière de sécurité et de renseignements.
- (b) **Enjeux mondiaux** : Promouvoir un système multilatéral plus fort et plus efficace, capable de promouvoir les intérêts du Canada dans les dossiers mondiaux, portant particulièrement sur les relations économiques et le développement, l'environnement et le développement durable, ainsi que les droits de la personne et la sécurité humaine.

**Relations bilatérales** : Mener et promouvoir les relations diplomatiques bilatérales au Canada et à l'étranger (deux composantes, soit l'Amérique du Nord et le reste du monde).

**Objectif stratégique**  
*Servir le gouvernement à l'étranger* : Les missions du Canada à l'étranger dispensent des services efficaces et économiques, y compris en matière d'infrastructure, de façon à ce que le gouvernement puisse exécuter ses programmes dans un environnement sûr.

Activités de programme

**Services communs et infrastructure (Soutien de l'administration centrale et des missions à l'étranger)** : Administrer et fournir les services communs dispensés par l'administration centrale et les missions aux programmes gouvernementaux et aux ministères partenaires qui exercent des activités à l'étranger.

Suite à la page suivante

- Fournir des services d'infrastructure et des services connexes pour appuyer les activités internationales d'autres ministères et organismes, ainsi que d'autres partenaires qui partagent les bureaux des missions à l'étranger.

Le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) est également au service de la communauté diplomatique étrangère accréditée auprès du Canada (c.-à-d. 173 missions diplomatiques, dont 125 à Ottawa et 48 autres à New York ou à Washington, 546 postes consulaires à l'étranger et près de 20 organisations internationales et autres bureaux). On trouve environ 8 000 représentants étrangers et membres de leur famille accrédités au Canada, dont la moitié dans la région de la capitale nationale et les autres dans d'autres villes d'un bout à l'autre du pays.

### 1.3.3 Avantages de l'activité du Ministère pour les Canadiens

Les trois objectifs stratégiques du Ministère (en caractères gras ci-dessous) mettent en évidence les avantages et les services offerts aux Canadiens, soit :

- **Promouvoir les intérêts du Canada sur la scène internationale :** Le Ministère se fait le reflet du Canada et de ses valeurs aux yeux du monde entier, aide les Canadiens dans leur interprétation du monde et œuvre pour les intérêts du Canada à l'étranger. Il analyse également les tendances nationales et internationales pour les Canadiens et continue à poursuivre les priorités mondiales du pays dans une perspective pangouvernementale. Cet objectif stratégique reconnaît le Ministère comme centre d'expertise du gouvernement pour la formulation et la coordination des politiques internationales canadiennes et leur promotion au niveau bilatéral et multilatéral.
- **Servir le gouvernement à l'étranger :** Le Ministère gère les missions du Canada à l'étranger, dispose des services efficaces et économiques, y compris en matière d'infrastructure, de façon à ce que les organismes et les ministères fédéraux et provinciaux puissent y exécuter leurs activités internationales.
- **Servir les Canadiens à l'étranger :** Les Canadiens qui voyagent, travaillent et vivent à l'étranger reçoivent du Ministère de l'aide, des conseils, des avis et des services efficaces, tant concernant leurs

Ce mandat est inscrit dans la *Loi sur le ministère des Affaires étrangères et du Commerce international* (L.R. 1985, ch. E-22) (<http://laws.justice.gc.ca/cre/e-22/text.html>).

Le Canada dispose de 300 points de service à l'étranger (285 dans 162 pays et 15 points de services consulaires en vertu d'ententes avec l'Australie et la Suède). On dénombre 100 ambassades et haut-commissariats, 25 consulats généraux, 19 consulats, 111 consuls honoraires, 19 bureaux d'ambassade, de haut-commissariat ou de commerce, 2 bureaux de représentation et 9 missions au sein d'organismes multilatéraux tels que les Nations Unies.

Les missions représentent le gouvernement du Canada et font progresser les intérêts canadiens dans les pays, les régions et les organismes multilatéraux désignés, en exécutant une ou plusieurs des fonctions suivantes :

- promouvoir les politiques et les points de vue du Canada auprès des gouvernements étrangers;
- établir et maintenir des relations avec des interlocuteurs clés à l'intérieur et à l'extérieur du gouvernement pour faire mieux connaître le Canada et fournir les bases pour défendre avec succès les objectifs particuliers du Canada;
- communiquer et interpréter les renseignements et les opinions locales du point de vue du Canada (c.-à-d. ce qu'elles signifient pour le Canada et les Canadiens);
- fournir des services de passeport et des services consulaires aux Canadiens à l'étranger;

Améliorer la présentation de rapports sur le rendement

En présentant les réalisations du Ministère pour l'année 2004-2005, de manière directe et lisible, ce Rapport ministériel sur le rendement (RMR) met en évidence les efforts en cours du Ministère pour améliorer ses rapports aux parlementaires et aux Canadiens en général. Trois éléments de ce document démontrent particulièrement les progrès faits à ce jour :

- Ce rapport met en valeur l'EPI déposé au Parlement en avril 2005. La nouvelle orientation stratégique comprise dans l'EPI guide les efforts du Ministère pour qu'il mette davantage l'accent sur ses activités et qu'il en assure la cohésion, en commençant par son plan de transformation.

- La structure organisationnelle de ce rapport est nouvelle, car elle a été modifiée en conformité avec la nouvelle Structure des ressources et des résultats de gestion - architecture des activités de programme (SRRG-AAP) du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*). La SRRG-AAP a remplacé le Cadre de planification, de rapport et de responsabilisation de 1996, du ministère des Affaires étrangères et du Commerce international. Il fait ressortir les structures d'organisation et de responsabilisation du Ministère, dresse une liste définitive des activités de programme et précise en quoi les activités de programme contribuent aux objectifs stratégiques (pour un survol consultez les changements faits à la structure de rapport du Ministère, voir le Tableau 1B à la section 3).
- Enfin, ce RMR met en évidence l'attention portée par le Ministère aux principes de présentation de l'information établis par le Secrétaire du Conseil du Trésor du Canada ([http://www.tbs-sct.gc.ca/rma/dpr/04-05/guidelines/guide01\\_f.asp#\\_Toc101769221](http://www.tbs-sct.gc.ca/rma/dpr/04-05/guidelines/guide01_f.asp#_Toc101769221)), qui stipule que le contenu doit toujours être pertinent, fiable, équilibré et comparable.

### 1.3.2 Raison d'être du Ministère

Le mandat du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) consiste à :

- diriger toutes les relations diplomatiques et consulaires au nom du Canada;
- assurer toutes les communications officielles entre le gouvernement du Canada, d'une part, et les



Ambassade du Canada, Beijing

## 1.3 Renseignements sommaires

### 1.3.1 Quoi de neuf?

En janvier 2005, le ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*) a commencé à mettre en œuvre un plan pour changer son organisation, ses processus et sa culture, en vue de créer un ministère des Affaires étrangères du XXI<sup>e</sup> siècle. Cette transformation du Ministère permettra de clarifier son rôle de direction de la politique internationale du Canada, soit d'être :

- l'interprète des tendances et des événements internationaux pour le gouvernement et pour les Canadiens et les Canadiennes;
- le véhicule d'une politique étrangère propre au Canada;
- l'agent intégrateur du programme international du gouvernement et de sa représentation à l'étranger;
- le défenseur des valeurs et des intérêts du Canada sur la scène internationale;
- le prestataire de services consulaires et de passe-ports pour les Canadiens et les Canadiennes;
- un gardien des deniers publics digne de confiance, responsable de la prestation de services généraux à l'étranger, au nom de tous les ministères du gouvernement du Canada.

Cette transformation, qui est déjà bien avancée, permettra une mise en œuvre rapide et efficace de l'Enoncé de politique internationale du Canada (EPI).

## 1.2 Déclaration de la direction

Je soumetts, en vue de son dépôt au Parlement, le *Rapport ministériel sur le rendement de 2004-2005* du ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*).

Le document a été préparé en fonction des principes de reddition de comptes contenus dans le *Guide de préparation des rapports ministériels sur le rendement 2004-2005* du Secrétariat du Conseil du Trésor du Canada :

- Il est conforme aux exigences particulières de reddition de comptes décrites dans le guide.
- Il est fondé sur l'Architecture d'activités de programme (AAP) approuvée du Ministère.
- Il présente des renseignements uniformes, complets, équilibrés et précis.
- Il offre un modèle de responsabilisation pour les résultats atteints avec les ressources et les autorités allouées.
- Il fait état des sommes qui ont été allouées et approuvées dans le Budget des dépenses et les Comptes publics du Canada.



V. Peter Harder

Sous-ministre des Affaires étrangères

dfait-maeci.gc.ca/cip-pic/ips/ips-fr.asp) déposé au Parlement en avril 2005. L'EPI établit un cadre stratégique clair pour un Canada à la fois présent en Amérique du Nord et actif dans le monde. Il lance le message que le « Canada revient en force » et dresse un plan assorti des ressources nécessaires pour les cinq prochaines années, soit près de 17 milliards de dollars, afin d'augmenter l'incidence et l'influence du Canada sur la scène internationale. Pour la première fois dans l'histoire du Canada, l'EPI intègre la diplomatie, la défense, le développement et le commerce, soulignant le lien étroit entre les intérêts, les buts et les objectifs du Canada.

Les avantages de l'EPI sont considérables pour les Canadiens. Tout d'abord, sa mise en œuvre rehaussera notre sécurité et notre prospérité et contribuera à rendre le monde plus sûr en luttant contre le terrorisme et les autres menaces. L'EPI aidera à renforcer la compétitivité et les engagements économiques du Canada auprès de ses partenaires internationaux, tout en fournissant aux entreprises canadiennes des services et un soutien ciblés. Il encouragera le respect des droits de la personne et soutiendra le développement en partageant l'expertise canadienne afin de réduire la pauvreté dans le monde, de réformer la gouvernance mondiale et de rehausser la capacité locale. En retour, ce travail contribuera à faire progresser les Objectifs du Millénaire pour le développement des Nations Unies. Enfin, l'EPI aidera à forger un nouveau multilatéralisme et une diplomatie souple face aux développements internationaux.

Le Ministère poursuit avec enthousiasme sa transformation en vue d'entrer de plain-pied dans le XXI<sup>e</sup> siècle et espère jouer un rôle de premier plan dans la mise en œuvre de l'EPI.

De profonds changements ont eu lieu cette année au ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*). Puisque nous faisons l'inventaire de nos progrès en 2004-2005, j'aimerais exprimer mon appréciation pour le travail essentiel fourni par l'ensemble des employés du Ministère. Ils m'ont soutenu et inspiré par leurs idées, leur sens de l'initiative et leur productivité, dont continuent de bénéficier les Canadiens au pays et à l'étranger.



L'honorable Pierre S. Pettigrew  
Ministre des Affaires étrangères

## 1.1 Message du Ministre

Les Canadiens ont toujours appréhendé le monde avec un esprit ouvert et se rendent compte de l'importance d'une présence active à l'étranger pour saisir les occasions de l'économie mondiale, tout en contribuant à la paix, à la sécurité et à l'entraide dans le monde. Les Canadiens comprennent que, dans un monde qui évolue rapidement, nous devons agir avec détermination pour assurer la participation pleine et entière du Canada sur la scène internationale chaque fois que nos valeurs ou nos intérêts sont en jeu.

C'est pourquoi le gouvernement fédéral s'efforce de recentrer et de revigorer la politique étrangère et l'engagement international du Canada. Au ministère des Affaires étrangères et du Commerce international (*Affaires étrangères*), nous sommes fiers d'être au cœur de cette démarche, en conformité avec l'une de nos principales priorités inscrites dans le *Rapport sur les plans et les priorités de 2004-2005*.

Au cours de la dernière année, notre ministère a surtout œuvré à orienter l'élaboration de l'*Enoncé de politique internationale du Canada* (EPI) (<http://www.>

# Vue d'ensemble

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# Rapport sur le rendement 2004-2005

pour la période se terminant  
le 31 mars 2005



*Pierre S. Pettigrew*

L'honorable Pierre S. Pettigrew  
Ministre des Affaires étrangères



## Avant-propos

Le gouvernement du Canada améliore sans cesse ses pratiques de gestion, ce qui constitue pour lui une priorité depuis le dépôt au Parlement, au printemps 2000, du document intitulé *Des résultats pour les Canadiens et les Canadiennes : Un cadre de gestion pour le gouvernement du Canada*. Dans sa poursuite de l'excellence en gestion, le gouvernement envisage d'offrir aux Canadiens : un gouvernement à l'écoute, qui sert bien ses citoyens et qui est administré comme une seule et même entité cohérente; un gouvernement innovateur, qui est appuyé par une fonction publique hautement qualifiée, en mesure de bien tirer parti de toute l'information à sa disposition et de faire un usage optimal des fonds publics, tout en tenant compte des risques éventuels; et un gouvernement redevable, qui rend compte clairement et ouvertement de son rendement au Parlement et aux Canadiens et aux Canadiennes.

Les rapports ministériels sur le rendement jouent un rôle de premier plan dans le cycle de planification, de suivi, d'évaluation ainsi que de communication des résultats au Parlement et aux citoyens. Ils sont au cœur même de l'application du concept du gouvernement redevable.

Les ministères et les organismes sont invités à rédiger leurs rapports en appliquant les principes pour l'établissement de rapports publics efficaces (voir le *Guide pour la préparation des rapports ministériels sur le rendement 2004-2005* : [http://www.tbs-sct.gc.ca/rma/dprl/04-05/guide/index/guide\\_f.asp](http://www.tbs-sct.gc.ca/rma/dprl/04-05/guide/index/guide_f.asp)). Selon ces derniers, un rapport ne peut être efficace que s'il présente un tableau du rendement qui soit non seulement cohérent et équilibré mais bref et pertinent. Un tel rapport doit insister sur les résultats - soit les avantages dévolus aux Canadiens et aux Canadiennes et à la société canadienne - et il doit refléter ce que l'organisation a pu contribuer à ces résultats. Il doit mettre le rendement du ministère en contexte, faire le lien entre le rendement et les engagements antérieurs, expliquer les changements ainsi que décrire les risques et les défis auxquels le ministère a été exposé en répondant aux attentes sur le rendement. Le rapport doit aussi souligner les réalisations obtenues en partenariat avec d'autres organisations gouvernementales et non-gouvernementales. Et comme il est nécessaire de dépenser judicieusement, il doit exposer les liens qui existent entre les ressources et les résultats. Enfin, un tel rapport ne peut être crédible que si le rendement décrit est corroboré par la méthodologie utilisée et par des données pertinentes.

Le présent rapport ministériel sur le rendement (ainsi que ceux de nombreux autres ministères et organismes) peut être consulté sur le site Web du Secrétaire du Conseil du Trésor du Canada à l'adresse suivante : <http://www.tbs-sct.gc.ca/est-pre/estime.asp>. Les lecteurs qui désireraient un aperçu global des efforts déployés par le gouvernement du Canada afin d'améliorer la qualité de vie peuvent lire *Le rendement du Canada 2005*, qu'on peut également consulter à l'adresse Internet précitée. Ce rapport est structuré autour de trois grands thèmes (économie durable, fondements sociaux du Canada et la place du Canada dans le monde) et sa version électronique renferme des liens avec les rapports ministériels sur le rendement pertinents. *Le rendement du Canada 2005* renferme également un aperçu spécial des efforts déployés par le gouvernement afin d'améliorer le bien-être des Autochtones.

Le gouvernement du Canada s'est engagé à améliorer sans cesse les rapports qu'il présente au Parlement et aux Canadiens et aux Canadiennes. Par leurs observations et leurs suggestions, les lecteurs peuvent contribuer grandement à améliorer, au fil du temps, la qualité des rapports ministériels sur le rendement et autres rapports.

**Les observations ou les questions peuvent être adressées à :**

Direction de la gestion axée sur les résultats  
Secrétariat du Conseil du Trésor du Canada  
L'Esplanade Laurier  
Ottawa (Ontario) K1A 0R5  
OU à : [tma-mtr@tbs-sct.gc.ca](mailto:tma-mtr@tbs-sct.gc.ca)

## Les documents budgétaires

Chaque année, le gouvernement établit son Budget des dépenses, qui présente l'information à l'appui des autorisations de dépenser demandées au Parlement pour l'affectation des fonds publics. Ces demandes d'autorisations sont présentées officiellement au moyen d'un projet de loi de crédits déposé au Parlement.

Le Budget des dépenses du gouvernement du Canada est divisé en plusieurs parties. Commencant par un aperçu des dépenses totales du gouvernement dans la Partie I, les documents deviennent de plus en plus détaillés. Dans la Partie II, les dépenses sont décrites selon les ministères, les organismes et les programmes. Cette partie renferme aussi le libellé proposé des conditions qui s'appliquent aux pouvoirs de dépenser qu'on demande au Parlement d'accorder.

Le *Rapport sur les plans et les priorités* fournit des détails supplémentaires sur chacun des ministères ainsi que sur leurs programmes qui sont principalement axés sur une planification plus stratégique et les renseignements sur les résultats escomptés.

Le *Rapport sur le rendement* met l'accent sur la responsabilisation basée sur les résultats en indiquant les réalisations en fonction des prévisions de rendement et les engagements à l'endroit des résultats qui sont exposés dans le *Rapport sur les plans et les priorités*.

Le Budget des dépenses, de même que le budget du ministre des Finances, sont le reflet de la planification budgétaire annuelle de l'État et de ses priorités en matière d'affectation des ressources. Ces documents, auxquels viennent s'ajouter par la suite les Comptes publics et les rapports ministériels sur le rendement, aident le Parlement à s'assurer que le gouvernement est dûment comptable de l'affectation et de la gestion des fonds publics.

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N° de catalogue BT31-4/38-2005  
ISBN 0-660-62896-1

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**Ministère des Affaires  
étrangères et Commerce  
international Canada  
(Affaires étrangères)**

Rapport sur le rendement

Pour la période se terminant  
le 31 mars 2005



# Department of Foreign Affairs and International Trade Canada (*International Trade*)

## Performance Report

For the period ending  
March 31, 2005



## The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The Report on Plans and Priorities provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The Departmental Performance Report provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring Report on Plans and Priorities.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Catalogue No. BT31-4/94-2005  
ISBN 0-660-62917-8

This document is available on the TBS Web site at [www.tbs-sct.gc.ca](http://www.tbs-sct.gc.ca)  
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## Foreword

The Government of Canada has made continuous improvement in its management practices a priority since *Results for Canadians: A Management Framework for the Government of Canada* was tabled in Parliament in the spring of 2000. Driving the government's pursuit of management excellence is its vision to provide Canadians with a responsive government, which serves citizens and manages itself as a unified, coherent enterprise; an innovative government supported by a highly-qualified public service equipped to leverage information and make the best use of public funds while balancing risk; and an accountable government which answers clearly and openly for its performance to Parliament and to Canadians.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting results to Parliament and citizens. They are at the heart of accountability in government.

Departments and agencies are encouraged to prepare their reports following principles for effective public reporting (provided in the *Guide for the Preparation of the 2004-05 Departmental Performance Reports*: [http://www.tbs-sct.gc.ca/rma/dpr1/04-05/guidelines/guide\\_e.asp](http://www.tbs-sct.gc.ca/rma/dpr1/04-05/guidelines/guide_e.asp) ). Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes (benefits to Canadians and Canadian society) and describes the contribution the organisation has made toward those outcomes. It sets performance in context, associates performance with earlier commitments, explains any changes, and discusses risks and challenges faced by the organisation in delivering on these commitments. Achievements realised in partnership with other governmental and non-governmental organisations are also discussed. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

This departmental performance report (along with those of many other organizations) is accessible from the Treasury Board of Canada Secretariat Internet site: <http://www.tbs-sct.gc.ca/est-pre/estime.asp>. Readers wishing a high level, whole of government overview of the Government of Canada's efforts to improve quality of life should refer to *Canada's Performance 2005* available at the same internet address. This report is structured around three broad policy areas (Sustainable Economy, Canada's Social Foundations and Canada's Place in the World) and, in its electronic version, links to relevant Departmental Performance Reports. *Canada's Performance 2005* also contains a special overview of the government's efforts to improve the well-being of Aboriginal peoples.

The Government of Canada is committed to continually improving reporting to Parliament and Canadians. The input of readers can do much to ensure that Departmental Performance Reports and other reports are enhanced over time.

### Comments or questions can be directed to:

Results-based Management Directorate  
Treasury Board of Canada Secretariat  
L'Esplanade Laurier, Ottawa, Ontario K1A 0R5  
**OR at:** [rma-mrr@tbs-sct.gc.ca](mailto:rma-mrr@tbs-sct.gc.ca)





Department of Foreign Affairs  
and International Trade  
*(International Trade)*

Ministère des Affaires étrangères  
et du Commerce international  
*(Commerce international)*

Canada



# Departmental Performance Report

## 2004-2005

For the period ending  
March 31, 2005

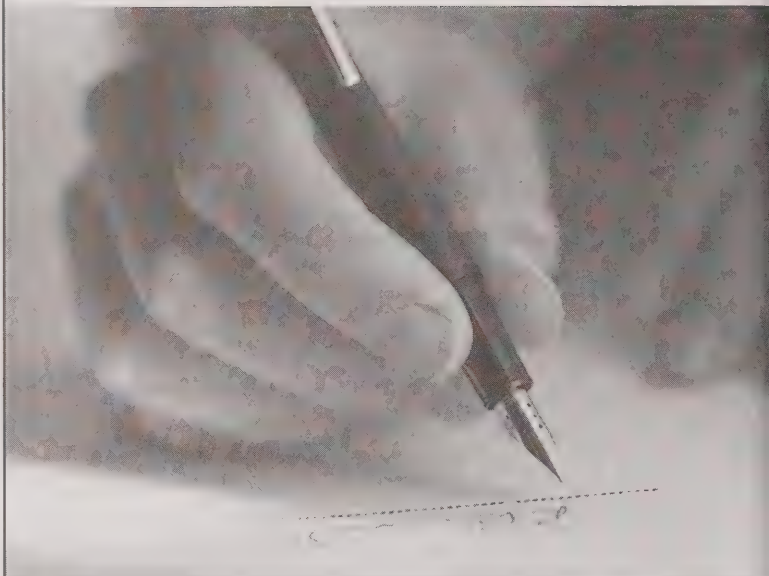


The Honourable James Scott Peterson  
Minister for International Trade

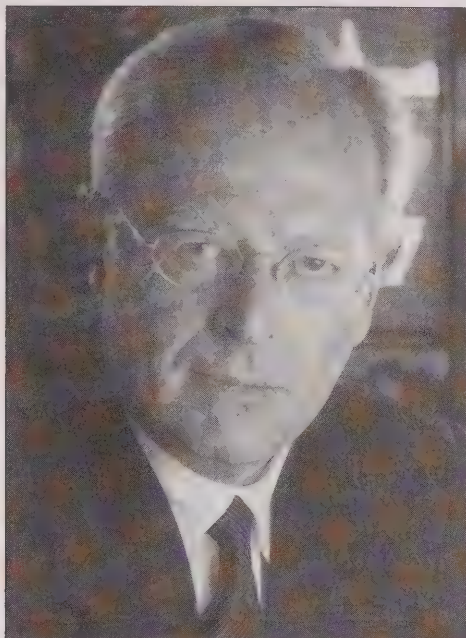


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# Overview



## Section 1



**The Honourable James Scott Peterson**  
**Minister for International Trade**

## 1.1 Minister's Message

The Canadian economy fared well in 2004 despite a challenging global environment. It continued on a positive trend, with real growth of 2.9 percent mirrored in Canada's international trade performance, where exports of both goods and services rose to within 1 percent of their previous peak. This was a fitting backdrop to the International Commerce Strategy, which my department prepared in 2004-2005 as an integral component of the government's International Policy Statement. As the Strategy observed, the stakes involved in sustaining this success are high. International commerce is the lifeblood of the Canadian economy and the key to the choices that define our quality of life: we have no option but to "get it right." That is what my department is about, and that is the message I have been taking to Canadians.

No one in Canada is untouched by the dynamics of international commerce in the era of globalization. Trade and investment liberalization, rapid advances in communication and transportation technologies, as well as increased mobility of capital, people and ideas, are changing the economy before our eyes. These

dynamics have opened new markets to Canadian goods and services. But they have also created intense competition, especially from the emerging markets that are rapidly ascending the knowledge ladder. International business is reshaping itself to meet consumer demands for choice and quality, shifting to production and distribution models based on global or regional value chains—locating research, product development, design, manufacturing, financing and other services wherever it makes the most business sense, whether for cost, quality, or access to markets or ideas.

In this world, our need to innovate, to maximize the commercialization of new technologies, to showcase our skills and our many advantages, and to position ourselves for continuing success through durable relationships has never been greater. It is imperative that we miss no opportunity to take full advantage of the vast potential of the key markets of the 21st century, whether established or emerging. The International Commerce Strategy provides us with the framework in which we will pursue this goal, together with partners across the federal government and across Canada. Looking ahead, I see both challenges and new opportunities in the path we must take to ensure our well-being.

In December 2005, the World Trade Organization will hold a Ministerial Meeting that I hope will set the stage for the successful conclusion of the Doha Round of trade negotiations. In light of the tremendous give and take that will be required by all WTO members, success is anything but assured. The negotiations, with their emphasis on perennially challenging sectors such as agriculture and services, represent a major undertaking, with much at stake for Canada and for all countries—particularly the less developed—whose future prosperity is closely linked to the transparent and secure environment for global commerce that the WTO assures. Success will require strong political will and determination on all sides: we must continue to invest our full energy in the process.

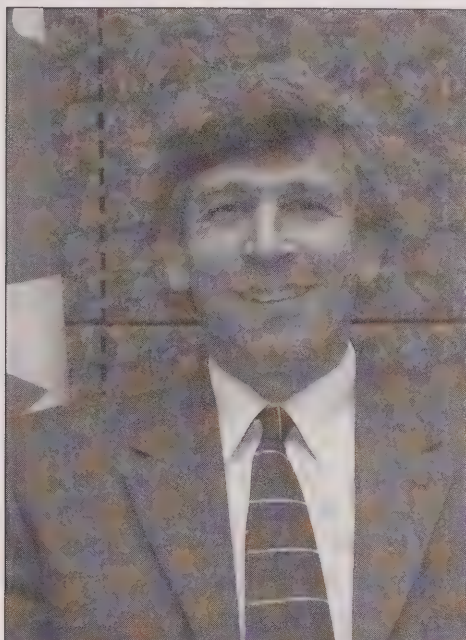
While progress in the Doha Round is crucial to securing global markets, it is only one part of our International Commerce Strategy. Our most substantial economic relationship remains with the United States, which is also grounded in NAFTA and newer initiatives. Despite the profile of long-standing irritants such as softwood lumber, it bears remembering that the overwhelming proportion of our trade with

the United States is unencumbered. We will spare no effort in pursuing the goal of having all Canada-U.S. trade take place on a level playing field with all the rules of the game respected. No NAFTA member can forget—as Hurricane Katrina has so tragically reminded us—that this is an increasingly integrated continental economy in a competitive global environment: we prosper collectively or we decline collectively. This is the lesson we are taking to every corner of the United States through vigorous advocacy efforts, which are an integral part of our toolkit to continually strengthen and secure this most important of relationships.

We have also been engaged in other business facilitation efforts, such as regional and bilateral trade and investment negotiations, and in broad-ranging and innovative business development activities: this is what it takes to ensure Canadian enterprises of all sizes are able to win in the marketplace. Over the past year, we

have consulted widely with Canadians about the need to dramatically increase our presence in markets that have emerged as the “growth poles” of the commerce universe. There is broad agreement that Canada must do more in markets such as China, India, Brazil, Russia and others poised for success in the global knowledge economy, if our performance as a global trader is going to continue to anchor our national well-being. We are pursuing this aggressively in practical and imaginative ways, like the free trade talks initiated with Korea, a key regional partner to both China and Japan. These talks hold great promise for extending Canadian economic growth potential in a part of the world where Canada needs to make significant strides to shore up its competitive position in trade, investment and technology terms.

It is with pride and pleasure that I present this report to Parliament on behalf of my department.



**Robert Fonberg**  
Deputy Minister for International Trade

## 1.2 Deputy Minister's Management Representation Statement

I submit, for tabling in Parliament, the *2004-2005 Departmental Performance Report* (DPR) for the Department of Foreign Affairs and International Trade (*International Trade*).

This document has been prepared based on the reporting principles contained in the Treasury Board of Canada Secretariat's *Guide for the preparation of 2004-2005 Departmental Performance Reports*.

- It adheres to the specific reporting requirements.
- It uses an approved business line structure.
- It presents consistent, comprehensive, balanced and accurate information.
- It provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it.
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

A handwritten signature in black ink, appearing to read 'R. Fonberg', written over a horizontal line.

**Robert Fonberg**  
Deputy Minister for International Trade

### 1.3 Summary Information

This report demonstrates the department's commitment to results-based management and sound financial administration. In preparing this report, the department paid close attention to the four principles for public performance reporting set by Treasury Board of Canada Secretariat. These principles require departments to:

- focus on the benefits for Canadians and explain the critical aspects of planning and performance, and set them in context;
- present credible, reliable and balanced information;
- associate performance with plans, priorities, and expected results; explain changes and apply lessons learned; and
- link resources to results.

Much of the department's work involves the provision of services to Canadian business, ranging from complex market access negotiations to facilitating export and investment transactions. More often than not, the final outcome of this work is not obvious until some time in the future, when the benefits are reaped by Canadian companies, and by extension, reflected in the Canadian economy. This renders the department's adherence to the principle of focusing on outcomes, rather than outputs, a significant challenge. Nonetheless, this report strives to respect this principle to the full extent possible. The development of more sophisticated performance measurement indicators and systems to capture this data is well under way in the department. This will enable progressively better reporting vis-à-vis outcomes, starting with next year's Departmental Performance Report (DPR).

This report's structure is as follows. It begins by briefly describing the purpose of the Department of Foreign Affairs and International Trade (*International Trade*), followed by a brief description of the working environment in 2004-2005, including principal risks and challenges. Then the report outlines the department's strategic outcomes and key results for the period, along with a brief discussion on performance monitoring and on fundamentals such as organization, governance and accountability.

For the purpose of properly aligning our accomplishments with our earlier priorities identified in the 2004-2005 *Report on Plans and Priorities*, this DPR is using the 1996 Planning, Reporting and Accountability Structure (PRAS). The department has already developed a new Management, Resources, Results Structure (Program Activity Architecture) that will be the basis of reporting departmental accomplishments in its 2005-2006 DPR.

The business line sections of this report correspond to the strategic outcomes articulated in the 1996 PRAS that pertain to international trade and business development. Also included is the department's new work related to investment. Information in these sections is organized under the following headings:

- Strategic Outcome;
- Our Resources;
- How We Pursue Our Strategic Outcome;
- Our Working Environment; and
- Our Accomplishments and Performance.

At the end of the report, readers will find a brief discussion of management issues and pertinent government-wide initiatives, followed by financial tables.

#### 1.3.1 Department's Raison d'être

The mandate of the Department of Foreign Affairs and International Trade (*International Trade*) is to enable and contribute to Canada's prosperity through global commerce. As such, the department centralizes the federal government's trade policy and trade and investment promotion strategies, as well as coordinating its international business development activities. It also puts a sharp focus on science and technology (S&T), particularly the facilitation of international joint research activities that lead to the creation, acquisition and diffusion of cutting-edge S&T throughout Canada's domestic research and development (R&D) network.

The department manages Canada's trade relationships and works to liberalize trade and capital flows around the world, based on clear and equitable rules. It pursues trade liberalization initiatives at the bilateral and multilateral levels, including the Doha Round of the World Trade Organization (WTO) and the talks to establish a Free Trade Area of the Americas (FTAA). The Department of Foreign Affairs and International Trade (*International Trade*) also plays the lead role in managing the Canada-U.S. trade relationship, while promoting cooperation on other issues related to North American economic integration.

The expansion of trade and investment and the opening of new markets for Canadian goods and services around the world generate employment and business opportunities for Canadians at home and abroad. Furthermore, trade liberalization is a significant contributor to the Government of Canada's innovation agenda. Opening new markets for Canadian firms stimulates investment that can raise productivity and generate new ideas, while foreign investment in this country helps to transfer technology and know-how to Canadians.

In carrying out its work, the department manages the trade and investment-related elements and the international business development functions of Canada's missions abroad. The department also supports the international economic objectives and activities of other federal departments and agencies as well as those of the provinces, territories and municipalities.

Approximately 1,800 people work for the department. They are located at headquarters, in the 12 Regional Offices across Canada and in 140 offices abroad. Their fields of expertise include trade and investment policy, business development, international marketing and strategic planning.

The Trade Commissioner Service, composed of approximately 500 trade commissioners and some 600 locally engaged staff, provides in-depth knowledge of local markets, legislation and business environments, identifies international business opportunities for Canadians and facilitates their participation in global markets. Trade commissioners maintain a wide network of contacts and have expertise in a range of subjects, including market access, business prospects, exporting procedures, licensing, joint ventures and technology transfer.

Throughout its operations, the department promotes innovative management, strategic planning and partnerships at all levels.

### **Our working environment: Risks, opportunities and challenges**

Canada has benefited tremendously from its success in the international economy. However, we cannot and must not be lulled into behaviour based on an assumption that this record will automatically be sustained. There is a risk of complacency in assuming that Canada will remain a successful trading nation, just as there is a risk in assuming that the professional services that the department provides to its clients are creating value when they may no longer be fully aligned to the needs of the global economy. We must constantly mitigate these risks.

The department must take a proactive approach to enable improvement in international economic performance in areas where potential exists for stronger Canadian participation: reversing the declining market share in the U.S.; positioning Canadians to expand their business in emerging and other key markets; and increasing foreign direct investment (FDI) in Canada.

While the world is ripe with commercial opportunity, it is also fraught with challenges. Our location next door to our largest market is a valuable asset, but the shift in population and consequently economic and political power to the U.S. South and Southwest are diminishing the importance of the advantage we have traditionally enjoyed in the northern states. Economic powerhouses like China are carving out an increasingly significant place for themselves in what we have long considered to be "our" market. We must therefore be vigilant in ensuring that security, regulatory and economic concerns do not allow our border to become a barrier to trade.

Outside North America, Canada's integration into value chains is not proceeding as fast as that of some of our competitors. The policy and business development efforts of the various levels of government and the private sector may not yet be fully aligned with these new realities and opportunities.

The new environment imposes a premium on the capacity of the department to acquire and deploy

knowledge, to move at the speed of business, to be flexible in service delivery and policy development, and to harmonize Canada's efforts among all the contributors to a successful international commerce strategy—from targeted international business development, through the creation of supportive policy environments at home and predictable rules-based environments internationally, to the cultivation of extensive networks in science, technology and innovation.

Success in this environment will require that partnerships and networks be finely honed to extend right across the Government of Canada to other levels of government, to business and other key players. The instruments that we will use—from preparing first-time exporters to smoothing the way for investors in Canada, from negotiating direct air links to ensuring transparent rules and expanding market access through the Doha Round and other trade negotiations—do not involve our department alone. Providing leadership, guiding the networks and ensuring that there is a strong strategic focus to policies and programming will be the department's particular role. With our broad network of professional

resources located across Canada, around the globe and in our policy-rich nucleus in Ottawa, we will mobilize and lead the federal government's capacity, skills and resources to adapt to rapid changes in the international economy. In so doing, we will need to transform service delivery to ensure that we achieve our mandate and meet both the short-term and longer-term needs of business and of Canadians generally.

### 1.3.2 Financial and Human Resources

#### Summary Information

##### Total Financial Resources (\$ millions)

Planned	Authorities	Actual
\$168.4	\$234.6	\$208.8

##### Total Human Resources (FTEs)

Planned	Actual	Difference
1,259	1,316	57

### 1.3.3 Financial Resources in Relation to Strategic Outcomes (\$ millions)

Strategic Outcomes <sup>1</sup>	Planned	Actual
<b>Trade Policy<sup>2</sup></b> ; Creation of jobs and prosperity in Canada by effectively managing Canada's trading relationship with the U.S. and liberalizing trade and capital flows around the world, based on clear and equitable rules	44.7	104.8
<b>International Business Development</b> ; Creation of jobs and prosperity in Canada by encouraging Canadian firms to take full advantage of international business opportunities and by facilitating investment and technology flows	92.4	85.9
<b>Investment Promotion</b> ; Attraction and retention of foreign investment and technology and promotion of investment abroad in order to create jobs and prosperity in Canada	5.7	7.5
<b>Corporate Services<sup>3</sup></b> ; Delivery of cost-effective support services to enable achievement of departmental objectives	25.6	10.6
<b>Total</b>	<b>168.4</b>	<b>208.8</b>

1. The department has not costed planned and actual spending by Departmental Priorities or commitments as TBS guidelines did not require this level of detail in the previous Report on Plans & Priorities. However, the department has provided planned and actual figures that relate to its business lines/strategic outcomes in the above table.

2. For an explanation of the variance between Main Estimates and Total Authorities for the Trade Policy business line, readers are encouraged to consult Financial Table 1: Comparison of Planned Spending to Actual Spending.

3. For an explanation of the variance between planned and actual spending for the Corporate Services business line, readers are encouraged to consult Financial Table 1: Comparison of Planned Spending to Actual Spending.

### 1.3.4 Departmental Strategic Outcomes

*Creation of jobs and prosperity in Canada by effectively managing Canada's trading relationship with the U.S. and liberalizing trade and capital flows around the world, based on clear and equitable rules.*

The Canadian economy continued to grow for the 13th consecutive year, in large part due to its trade performance in the United States. The department strengthened its efforts to improve access to Canada's main market, mounting major campaigns to bolster Canada's case on a number of files critical to economic well-being. Most noteworthy among these are bovine spongiform encephalopathy (BSE), softwood lumber, Internet pharmacies and outsourcing.

These efforts were assisted in large measure by the increase in Canadian government staff and offices across the U.S. These resources are vital in ensuring the effectiveness of our advocacy campaigns by engaging with Americans at local, state and regional levels in addition to our work in Washington.

We recognize that our challenges in the U.S. are not short term. They require persistence, sound intelligence and collaboration with partners at the provincial/territorial level as well as with key federal departments and the private sector. The Minister of International Trade's advocacy day on Capitol Hill in March 2005 provided a unique opportunity for parliamentarians, provincial partners and industry representatives to engage directly with U.S. legislators and key staff to highlight specific themes such as competitiveness, security issues and investment in addition to the trade disputes mentioned above.

The pursuit of liberalized trade rules continued unabated as we pushed forward with the Doha Round of trade negotiations, achieving a significant breakthrough on difficult agricultural issues. While we are not yet ready to celebrate victory on this historically arduous file, we have put forward excellent positions that are garnering support from key World Trade Organization (WTO) members. The coming months will determine the extent of the collective will and the ability to move the goalposts in this sector further than ever before.

*Creation of jobs and prosperity in Canada by encouraging Canadian firms to take full advantage of international business opportunities and by facilitating investment and technology flows.*

The Canadian economy continued on a positive trend in 2004, with real growth increasing 2.9 percent. This trend was also evident in Canada's international trade performance, where exports of both goods and services rose to within 1 percent of their previous peak, while imports reached record highs. The balances in goods and services trade and for transfers moved further into surplus, by \$7.2 billion and \$0.1 billion respectively, while the investment income deficit narrowed by \$3.1 billion.

As its contribution to the government's commercialization agenda, the department launched a thorough review of international practices on innovation and commercialization of new technologies. As well, it contributed to an interdepartmental commercialization inventory and proposed a discussion paper, research and subsequent deliberations on performance metrics. Government policy, programs and communications on commercialization were strengthened by an enhanced recognition of the international dimensions of S&T policy.

*Attraction and retention of foreign investment, technology and promotion of investment abroad in order to create jobs and prosperity in Canada.*

Investment and capital formation are essential for stimulating the innovation, competitiveness and economic growth that contribute to an improved standard of living. Foreign firms in Canada play a significant role in Canada's economic development. They engage heavily in R&D, raise Canada's productivity and capital investment levels, and improve the integration of international trade. FDI creates jobs and strengthens Canadian communities.

Global competition for foreign investment continued to be fierce in 2004. Nonetheless, the stock of FDI in Canada edged up 3.2 percent, or \$11.2 billion, to \$365.7 billion. At the same time, the stock of Canadian direct investment abroad was up 10.3 percent, or \$41.6 billion, to \$445.1 billion. This is a strong indication of the importance Canadian manufacturers attached to internationalizing their operations to take better advantage of global supply chain opportunities.

*Delivery of cost-effective support services to enable achievement of departmental objectives.*

The corporate services provided to the Department of Foreign Affairs and International Trade (*International Trade*) continued to effectively support its policy, planning and operations, both in Canada and abroad, in line with both Treasury Board guidelines and the overall strategic direction of the Clerk of the Privy Council. Despite the challenges imposed by the Expenditure Review Committee's budget reduction requirements, the department was able to harness its remaining resources to full effect in carrying out its mandate.

The Human Resources component of the department is a key player in delivering on the annual priorities of the Clerk of the Privy Council. The department demonstrated sustained leadership in enhancing the linguistic capacity of its people and advancing diversity with targeted recruitment campaigns. The department also continued to align the human resources planning process with the business planning process, as required under the Public Service Modernization Act. This will ensure that human resources planning is aligned with and fully incorporated into departmental plans and priorities.

### 1.3.5 Summary of Performance in Relation to Priorities/Commitments

Strategic Outcomes	Departmental Priorities/Commitments	Priority Type*	Expected Results/Status**
<b>Trade Policy:</b> Creation of jobs and prosperity in Canada by effectively managing Canada's trading relationship with the U.S. and liberalizing trade and capital flows around the world, based on clear and equitable rules	Pursue assertively Canada's interests in trade and investment with the U.S. by securing and expanding Canadian access to this critical market, continuing to collaborate on a secure border that facilitates trade, and increasing trade and investment personnel at Canada's missions in that country	Ongoing	Continue effective management of trade relations including the development of cooperative strategies for border management that balance security with the smooth flow of goods and people, building on the success of the Smart Border process.
			Ongoing
<b>Trade Policy:</b> Creation of jobs and prosperity in Canada by effectively managing Canada's trading relationship with the U.S. and liberalizing trade and capital flows around the world, based on clear and equitable rules	Advance WTO, FTAA and other ongoing negotiations to improve market access for Canadian goods and services, improve trade rules and better integrate developing countries into the trading system	Previously Committed	Work toward the conclusion of a comprehensive and balanced Doha Development Round, FTAA agreement, including investment rules, a regional dispute settlement mechanism, and parallel agreements on labour and the environment that are compatible with the WTO.
			Ongoing

*Continued on next page*

Strategic Outcomes	Departmental Priorities/Commitments	Priority Type*	Expected Results/Status**
<b>Trade Policy:</b> Creation of jobs and prosperity in Canada by effectively managing Canada's trading relationship with the U.S. and liberalizing trade and capital flows around the world, based on clear and equitable rules	Advance Canada's rights and interests in trade disputes, while strongly advocating improvements in international dispute settlement provisions	Previously Committed	Actively participate in all WTO and NAFTA meetings and reviews to advance Canadian interests in institutional and results-based issues, including trade disputes and act as lead in improving WTO and NAFTA dispute settlement processes.  Ongoing
<b>Trade Policy:</b> Creation of jobs and prosperity in Canada by effectively managing Canada's trading relationship with the U.S. and liberalizing trade and capital flows around the world, based on clear and equitable rules	Support effective global export control regimes to increase the security of the international community, while ensuring that legitimate trade is not hampered	Previously Committed	Support effective international export control regimes that will increase the security of Canada and its allies.  Ongoing
<b>International Business Development:</b> Creation of jobs and prosperity in Canada by encouraging Canadian firms to take full advantage of international business opportunities and by facilitating investment and technology flows	Identify opportunities for greater Canadian participation in world markets, strategically allocating departmental resources in accordance with stated priorities to deliver real benefits for Canadians	Ongoing	Identify financing opportunities for international procurement and outward investment, particularly in developing and emerging markets, and post the information on IFInet, Virtual Trade Commissioner, CanadExport and partner sites.  Ongoing
<b>International Business Development:</b> Creation of jobs and prosperity in Canada by encouraging Canadian firms to take full advantage of international business opportunities and by facilitating investment and technology flows	Strengthen Canada's trade and investment relations with key multilateral organizations as well as with emerging economic powers, notably China, India and Brazil	New	Add value for clients by providing high-quality, seamless delivery of TCS services through public and private sector partnerships such as Team Canada Inc and international S&T and investment promotion networks.  Ongoing

*Continued on next page*

## Overview

Strategic Outcomes	Departmental Priorities/Commitments	Priority Type*	Expected Results/Status**
<b>International Business Development:</b> Creation of jobs and prosperity in Canada by encouraging Canadian firms to take full advantage of international business opportunities and by facilitating investment and technology flows	Focus international business development efforts on areas of greatest potential for Canada, while becoming more active in cutting-edge sectors such as biotechnology	New	Add value for clients by providing high-quality, seamless delivery of TCS services through public and private sector partnerships such as Team Canada Inc and international S&T and investment promotion networks.  Ongoing
<b>International Business Development:</b> Creation of jobs and prosperity in Canada by encouraging Canadian firms to take full advantage of international business opportunities and by facilitating investment and technology flows	Facilitate the commercialization of Canadian R&D, taking advantage of science and technology partnerships worldwide	Ongoing	Add value for clients by providing high-quality, seamless delivery of TCS services through public and private sector partnerships such as Team Canada Inc and international S&T and investment promotion networks.  Ongoing
<b>International Business Development:</b> Creation of jobs and prosperity in Canada by encouraging Canadian firms to take full advantage of international business opportunities and by facilitating investment and technology flows	Continue to provide timely and targeted services and products to Canadian businesses that address their needs as participants in highly competitive world markets, using the latest information technology	Ongoing	Ensure that clients receive more integrated, consistent and timely information on market opportunities, support services and financing solutions from the business line and its partners in Canada and around the world, all working with an agreed set of priorities and directives.  Ongoing
<b>International Business Development:</b> Creation of jobs and prosperity in Canada by encouraging Canadian firms to take full advantage of international business opportunities and by facilitating investment and technology flows	Create new strategic partnerships in Canada with business as well as with other levels of government across the country	New	Add value for clients by providing high-quality, seamless delivery of TCS services through public and private sector partnerships such as Team Canada Inc and international S&T and investment promotion networks.  Fully Achieved

*Continued on next page*

Strategic Outcomes	Departmental Priorities/Commitments	Priority Type*	Expected Results/Status**
<b>Investment Promotion:</b> Attraction and retention of foreign investment and technology and promotion of investment abroad in order to create jobs and prosperity in Canada	Increase two-way investment by removing barriers to investment in Canada, undertaking more targeted and dynamic promotion of this country as an attractive destination for foreign investment, while facilitating Canadian direct investment abroad	Previously Committed	Promote Canada as an attractive location for investment by supporting domestic investment retention and expansion, including the identification and development of strategies to address real and perceived issues impeding investment, including regulatory and legislative frameworks and security issues.  Ongoing
<b>Corporate Services:</b> Delivery of cost-effective support services to enable achievement of departmental objectives	Undertake more direct and open engagement with Canadians in policy development and program delivery, including the department's clients and stakeholders, federal partners and the provinces and territories.	Previously Committed	Stakeholders will have a greater opportunity to provide input to the policy development process.  Ongoing
<b>Corporate Services:</b> Delivery of cost-effective support services to enable achievement of departmental objectives	Lead development of a whole-of-government, whole-of-Canada approach to meet 21st century challenges related to international commerce by actively engaging and collaborating with a broad range of domestic partners on initiatives such as the International Policy Statement	Previously Committed	A whole-of-government approach will ensure the most effective use of all federal resources allocated to international commerce.  Ongoing

\* The priority types are "new," "ongoing," or "previously committed" (i.e. meaning it was reported in a previous RPP or DPR)

\*\* It should be noted that "ongoing" should not be interpreted as being equivalent to the term "not met" as many of the department's priorities are ongoing and go beyond a one-year time horizon.



# Performance Analysis: Business Lines and Strategic Outcomes



## Section 2

### 2.1 Business Lines and Strategic Outcomes

#### 2.1.1 Trade Policy

##### Strategic Outcome

Creation of jobs and prosperity in Canada by effectively managing Canada's trading relationship with the U.S. and liberalizing trade and capital flows around the world, based on clear and equitable rules.

##### Our Resources

Financial		\$ millions
Planned spending at beginning of fiscal year <sup>4</sup>		44.7
Total spending authorities at end of fiscal year		108.8
Actual spending		104.8
Human Resources—full-time equivalents (FTEs)		355 FTEs

##### How We Pursue Our Strategic Outcome

The Department of Foreign Affairs and International Trade (*International Trade*) leads the Government of Canada's efforts to expand global markets for Canadian goods and services through:

- multilateral institutions such as the WTO;
- regional and bilateral initiatives such as the FTAA negotiations;
- free trade negotiations with the "Central America Four" (El Salvador, Guatemala, Honduras and Nicaragua), also known as the CA4, and Singapore;
- a Trade and Investment Enhancement Agreement with the European Union (EU); and
- negotiation of Foreign Investment Protection and Promotion Agreements (FIPAs).

The department also proactively pursues Canada's other trade and economic interests with major bilateral partners such as the United States and the EU through WTO channels. The department continues to pursue

4. For an explanation of the variance between Main Estimates and Total Authorities for the Trade Policy Business Line readers are encouraged to consult Financial Table 1: Comparison of Planned Spending to Actual Spending.

resolution of the softwood lumber, BSE and other disputes with the United States as well as the defence of the interests of other Canadian industries facing trade actions. Also, the department works to strengthen Canada's export control regimes and promote international cooperation on the safe and efficient flow of goods and services.

### Our Working Environment

Global economic growth in 2004 was the best in more than a quarter of a century, powered by continued strength in the United States and China. The U.S. led the acceleration among the G7 nations, as its real gross domestic product (GDP) rose 4.4 percent. The United Kingdom was next with 3.2 percent growth, just slightly ahead of Canada's 2.9 percent rate, and followed by Japan. The remaining G7 nations, all situated in continental Europe, continued to lag with gains of less than 2 percent; nonetheless, this represented an improvement in growth over 2003 levels.

Global events continued to drive developments in the Canadian economy. The Canadian dollar continued to climb in value against the U.S. currency, registering the largest ever back-to-back annual gains in the exchange rate. This was a reflection of the continuing devaluation of the U.S. dollar against most major Organization for Economic Cooperation and Development (OECD) currencies. Commodity prices experienced their best consecutive annual increases since the early 1970s, partially reflecting the ongoing and rapid integration of China into the world economy.

Rising export demand accounted for all of the upturn in Canada's GDP growth from 2.0 percent in 2003 to 2.9 percent last year. Growth in final domestic demand remained unchanged at 3.8 percent. Business investment strengthened somewhat and inventory accumulation accelerated, mostly after manufacturing demand fell in the second half of the year. GDP growth faltered in the second half of 2004; this seems to have been mainly due to the strong surge in oil prices, which reached a peak of not quite twice their average 2003 level. In addition, the U.S. border remained closed to our cattle exports.

Canada's exports of goods and services jumped 6.8 percent in 2004, reversing three years of decline. The share of exports of goods and services in Canada's

GDP rose to 38.1 percent last year, up from 37.8 percent the year before. Imports of goods and services into Canada posted a 5.8 percent increase in 2004, while their share of GDP slipped to 33.9 percent from 34 percent in 2003. Overall, the current account surplus expanded by \$10.4 billion last year, from \$18.4 billion to \$28.8 billion, led by a \$7.2 billion increase in the trade surplus.

The appreciation of the dollar appears to have affected direct investment flows. The Canadian dollar's higher purchasing power abroad, especially in the U.S., has made it easier for Canadians to make foreign investments. Direct investment abroad rose to \$61.7 billion last year, close to the record levels set in the year 2000. This included the largest corporate takeover by a Canadian enterprise in history—the acquisition of U.S.-based John Hancock Financial Services by Manulife Financial Corporation. However, the higher exchange rate has made it more expensive for foreigners to invest in Canada. After averaging nearly \$50 billion from 1998 to 2002, when the dollar was falling, direct investment inflows have fallen to less than \$10 billion annually in the last two years, the lowest levels since 1993.

The outlook for the world economy is generally favourable. Global growth momentum has slowed since the middle of last year, and this year growth in the major economies is expected to be slightly lower. Growth in the U.S. seems likely to moderate somewhat, although it will still lead the major economies. Excluding Japan, growth in Asia, and particularly China, is expected to remain strong. With slower growth in Japan and continental Europe, global growth is becoming somewhat less balanced, which poses a risk to the strength of global expansion. Other significant risks that still hang over the international economy include oil prices, widening current account balances, and asset price inflation in the real estate sector of some economies.

International commerce is the lifeblood of the Canadian economy. Our quality of life and range of social choices hinge on Canada remaining prosperous in a rapidly changing and complex global environment. Canada is poised to take advantage of the tremendous opportunities abroad. In May 2005, the government released its International Policy Statement (IPS), setting out its strategies and actions being taken or planned in

response to the challenges and opportunities in the contemporary global economy. The department has set up a World Markets Branch and has developed an Emerging Markets Strategy to reinforce Canada's focus on dynamic new markets. FIPAs are being negotiated with both China and India, to help Canadian businesses protect their investments and seize opportunities in these economies. Free trade negotiations have been launched with South Korea, which, if successful, will provide a strategic gateway to the dynamic northeast Asian region. Canada completed the Enhanced Representation Initiative (ERI) in the fall of 2004, providing a coordinated and integrated approach to managing and advancing Canada's advocacy, trade, business development, S&T, and investment interests in the United States. Canada has established six new consulates and one new consulate general in the U.S., and has upgraded two existing consulates to the level of consulate general, bringing Canada's representation in the U.S. to 23 offices.

The following is a brief description of the department's priorities with respect to Trade Policy. More details are provided in the section on accomplishments and performance.

#### *Canada-U.S. Trade Relations*

- Canada will continue to engage Americans at the local, state and regional levels to promote trade, investment and technology as well as to advance the interests of partner departments, the provinces and territories and the Canadian private sector.
- Continue effective management of trade relations, including the development of cooperative strategies for border management that balance security with the smooth flow of goods and people, building on the success of the Smart Border process.
- Support for effective international export control regimes that will increase the security of Canada and its allies.
- Continue work to engender greater understanding and support in the U.S. for a long-term, policy-based resolution to the softwood lumber dispute and maintain efforts to resolve other bilateral trade disputes, including the one related to wheat.

#### *World Trade Organization*

- Work to develop a framework agreement at the WTO that will meet Canadian objectives and promote an ambitious outcome to the Doha Development Agenda.
- Seek greater engagement with developing countries in order to broaden Canada's commercial relations with them and seek a stronger, more predictable and more open rules-based multilateral trading system through the creation or clarification of various provisions in the WTO Doha Round.
- Actively participate in all WTO meetings and reviews to advance Canadian interests in institutional and results-based issues, including trade disputes, and act as lead in improving WTO dispute settlement processes.
- Raise awareness of government-wide priorities, including those related to sustainable development.
- Actively engage in the WTO accession negotiations of all applicant countries, with a particular emphasis on Russia, Saudi Arabia, Vietnam and Algeria, reflecting our commercial interests in those countries.

#### *Free Trade Area of the Americas Negotiations*

- Work toward the conclusion of a comprehensive and balanced FTAA agreement, including investment rules, a regional dispute settlement mechanism, and parallel agreements on labour and the environment that are compatible with the WTO.

#### *Relations with Multilateral Organizations and Key Bilateral Partners*

- Actively pursue the reduction of barriers to trade and investment on a regional and bilateral basis and work toward the maintenance of strong, clear and effective multilateral, regional and bilateral dispute settlement provisions in order to resolve trade disputes and prevent new ones.
- Actively promote Canadian positions at G8 and Asia Pacific Economic Cooperation forum (APEC) meetings, and organize a number of

capacity-building projects to assist APEC members in implementing their security commitments.

- Better engage and inform citizens and stakeholders on developments in trade policy and international environmental commitments.
- Release two significant documents on the country's trade performance.

## Our Accomplishments and Performance

### *Canada-U.S. Trade Relations*

Because the United States is Canada's most important trading partner, the department expended commensurate efforts and resources to not only maintain its market position in the U.S., but also to improve and in some cases, defend, its access to this highly prized and competitive marketplace. The following represents the most significant initiatives and activities undertaken to achieve the desired outcomes.

- The department led a concerted effort to manage the impact of key issues having implications for Canada-U.S. commercial relations. Major advocacy campaigns were conducted on the BSE, Internet pharmacy, outsourcing and softwood lumber issues.
- The Minister for International Trade led a trade advocacy day on Capitol Hill. This event provided an opportunity for parliamentarians, provincial partners and industry representatives to engage with U.S. legislators and key staff, to discuss the importance of the Canada-U.S. relationship, and to highlight specific themes such as North American competitiveness, security, investment in Canada, and the need to resolve trade disputes (softwood lumber, BSE, live swine).
- The department coordinated the Canadian position with regard to international meetings and regulatory cooperation, as well as key bilateral trade issues such as energy services, export controls and enforcement.
- The department's efforts minimized trade irritants in key sectors such as services and cultural industries as well as those related to investment, intellectual property and digital issues.

- Canada, the U.S. and Mexico reached agreement on modifications to the rules of origin on a broad range of goods. On January 1, 2005, Canada and the U.S. implemented these changes, while Mexico followed suit in June 2005. The three NAFTA partners also made good progress on a second package of rules of origin liberalization, which is scheduled to be implemented in January 2006.
- The department actively participated in developing the work plan of the Security and Prosperity Partnership Manufactured Goods and Sectoral and Regional Competitiveness Working Group. The initiative aims to improve cooperation among Canada, the U.S. and Mexico, and to achieve the highest possible levels of health, safety and environmental protection for North America.
- The department ensured the effective administration of trade controls in accordance with Canada's international trade commitments, including export quotas for agricultural products, tariff preference levels for textiles and apparel, and import tariff rate quotas involving the supply-managed sector (dairy and poultry).
- The department participated in meetings with the NAFTA Investment Expert Group in Washington to exchange information relating to Canada-U.S.-Mexico respective investor-state arbitrations. Proposals to clarify various provisions of NAFTA Chapter 11 (scope, expropriation and derivative claims) were tabled and are currently under consideration.
- The department continued to participate in a working group to ensure close cooperation between the NAFTA Commission and the North American Commission for Environmental Cooperation in defining and coordinating mutually supportive trade and environment work in North America.
- The department participated in bilateral discussions toward the establishment of a Canada-U.S. Electricity Reliability Organization to ensure dependability of supply in the two countries. Compatibility of standards is a key issue.

- The department worked directly with Canadian industry to facilitate the issuing of nearly 8,000 export permits in 2004. It planned and organized national outreach seminars to inform businesses on export controls and initiated the development of an Internet-based export permit application processing system.
- The department made important strides in enhancing the transparency of NAFTA by reaching agreement with the United States and Mexico to release the negotiating text of NAFTA Chapter 11 and agreeing to public hearings for NAFTA Chapter 20 disputes.
- To publicize the temporary entry provisions of NAFTA, the department developed a special brochure and an on-line diagnostic tool providing customized information and reports to Canadians seeking to work under NAFTA. Both the brochure and the on-line tool can be accessed at <http://www.dfait-maeci.gc.ca/nafta-alena/menu-en.asp>.
- The department contributed to a whole-of-government effort that made significant progress in the development of a UNESCO convention on cultural diversity, which will promote Canadian cultural interests in a manner consistent with trade agreements with various partners, including the U.S.
- Canada successfully opposed efforts by some U.S. stakeholders to list Canada on the U.S. Special 301 Watch List. (This is a list of countries, as identified by the U.S. Trade Representative, that deny adequate protection for intellectual property (IP) rights or that deny fair and equitable market access for Americans who rely on these rights.) New IP enforcement initiatives were undertaken in the context of the Security and Prosperity Partnership discussions.
- The department contributed to the undertaking to amend the Patent Act, and successfully negotiated with the U.S. a unique suspension of NAFTA provisions, ensuring that the new Patent Act regime can be implemented in a NAFTA-consistent manner.
- The department contributed to the defence of Canadian IP and market access interests in a precedent-setting U.S. patent case involving the company Research In Motion.
- In December 2004, a Joint U.S.-Canada Framework for Land Preclearance was announced. Canada and the U.S. committed to moving forward with a land preclearance facility at the Buffalo-Fort Erie bridge crossing. Terms that will lead to a final agreement are currently being negotiated.
- The department continued to work at improving the functioning of dispute settlement procedures under NAFTA Chapter 19 by proposing significant procedural changes.
- The department continued to revise the Federal Regulatory Policy in order to strengthen the trade and investment component of the federal regulatory system, and to draft a framework for international regulatory cooperation.
- The department continued to advance border-related initiatives as part of the Security and Prosperity Partnership. Initiatives include enhancement of Smart Border information technology and development of mechanisms for enhanced road infrastructure planning (including an inventory of border transportation infrastructure in major corridors and public-private financing instruments for border projects).
- The department participated in a number of international meetings concerning export control regimes, demonstrating that Canada's export control system increases the security of Canada and its allies, and contributes to improved world stability and security.
- The department initiated the development of an Internet-based export permit application processing system.
- The department continued to seek a durable resolution to the softwood lumber dispute through high-level negotiations with U.S. officials; challenges against U.S. trade actions in the WTO and NAFTA, where Canada continues to achieve

significant victories; and advocacy efforts targeting U.S. decision makers. The department continued to consult closely with the provinces and industry in pursuing a resolution of the dispute that is in the best interests of Canada.

- Following public consultations in May 2005, Canada applied a 15 percent surtax against various U.S. goods in response to U.S. failure to repeal the WTO-inconsistent Byrd Amendment. The department continued to seek the repeal of the Byrd Amendment through advocacy efforts targeting U.S. decision makers. In addition, the Government of Canada, in concert with the Canadian softwood lumber industry, the Canadian Wheat Board and magnesium producer Norsk Hydro, launched a challenge to the Byrd Amendment in the U.S. Court of International Trade. It is Canada's position that the application of Byrd to Canada is inconsistent with the U.S. law implementing NAFTA. Further information can be found at <http://www.dfait-maeci.gc.ca/tna-nac/dis/byrd-main-en.asp>.
- The department continued to defend Canadian interests, coordinating efforts with the Canadian Wheat Board and affected provinces in the hard red spring wheat case. In March 2005, a NAFTA panel found flaws with the U.S. countervail finding, and remanded the issue to the U.S. Department of Commerce. Canada has also challenged the International Trade Commission injury finding before a NAFTA panel.
- The department continued to make high-level representations to U.S. authorities to restore full market access for Canadian beef. The result is that live cattle under 30 months may now be exported to the U.S. market.
- The department coordinated with various stakeholders and the provinces in successful NAFTA challenges of the U.S. subsidy and injury findings on live swine. As a result of these NAFTA panel decisions, U.S. trade remedy actions against Canadian live swine exports have ended.

#### *World Trade Organization*

- The department continued to pursue an active domestic consultation strategy with Cabinet,

members of Parliament, the provinces and territories and the domestic stakeholder community.

- The department continued to advocate for careful technical management and ongoing strong political leadership in the year ahead to meet Canada's overall objectives for the Doha Round of negotiations and to ensure a successful Sixth Ministerial Conference in December 2005. While there are significant gains to be had from an ambitious conclusion to the Doha Development Agenda, difficult choices will have to be made.
- The department continued to move forward with the second phase of the environmental assessment of the Doha Round, which will involve a more detailed examination of the likely environmental effects of these trade negotiations, which are expected to be significant.
- The department continued to play a leadership role in the trade in services negotiations to advance prospects for market access gains and improvements in the development of rules. Many of Canada's proposals—including on small and medium-sized enterprises (SMEs) and on domestic regulatory transparency—generated interest and support from a broad cross-section of the WTO membership.
- Canada was actively engaged in the negotiations in 2004 for a July Framework Agreement that would outline the state of the negotiations in the absence of a Ministerial text from the Fifth Ministerial Conference. Many of Canada's ideas and proposals were subsequently adopted in the Framework Agreement, including in the Agriculture Framework. Through a number of activities, ranging from small group meetings and informal proposals to meetings with the Chairs of the negotiating groups, Senior Officials meetings and ongoing technical work, the department was able to meet its goals of contributing to the July 2004 Framework Agreement. While this Framework was instrumental in moving negotiations forward, it is only one step in a process toward reaching a successful outcome to the Doha negotiations.

- Canada continued to participate actively in the review of developing countries' trade policies and practices under the WTO Trade Policy Review Mechanism. There were 13 reviews in 2004-2005. The process contributes to improved adherence to rules, disciplines and commitments made under the multilateral trading system by allowing information exchange and feedback on trade policies and practices. The process takes place against the background of developing countries' wider economic and development needs and objectives in the multilateral trading system and, as such, provides developing countries with the opportunity to identify specific needs, such as trade-related technical assistance and capacity building.
- Canada continued to monitor and participate in discussions pertaining to various new and ongoing trade-related technical assistance and capacity-building initiatives in the WTO and other forums. The department worked to maximize the benefits to developing countries—helping them participate in WTO trade negotiations, implement their obligations and incorporate trade into their national development and poverty reduction plans—by promoting coherence and coordination between national and donor agencies as well as among multilateral, regional and bilateral institutions.
- The department contributed \$156,000 to the WTO Doha Development Agenda Global Trust Fund to fund a Caribbean Regional Trade Policy Course. This training course enabled officials from developing countries in the Caribbean region to better understand the WTO agreements and to take a more active part in the negotiation of new market access commitments.
- Canada continued to support the principle of “special and differential treatment” (S&DT), which recognizes that developing countries have varied needs and capacities, and that levels of commitments and obligations should be adjusted accordingly. Canada continued to examine S&DT proposals raised in the WTO Committee on Trade and Development in Special Session, as well as in the current negotiating groups. The aim is to address the underlying issues in order to ensure that S&DT measures are geared to the problems they seek to address and that they will make a constructive contribution to integrating developing countries into the multilateral trading system (MTS).
- Canada continued to participate in discussions with small, vulnerable economies in the Dedicated Session of the Committee on Trade and Development. Here the aim is to frame responses on specific trade-related proposals put forward by such members for their fuller integration into the MTS, without creating a sub-category of members. Canada continued to promote the view that widening and deepening the scope of regional cooperation is an effective way for small, vulnerable economies to enhance their ability to have their national interests reflected in international trade agreements and to meet their obligations under these agreements. Canada also participated in discussions with least-developed countries to improve their market access and their effective participation in the MTS.
- Canada continued to be engaged with developing countries formally and informally in the WTO and in other multilateral forums, such as the OECD, to obtain a better understanding of their specific trade-related concerns and to help them address these concerns and bridge differences, so as to ensure progress in trade negotiations and encourage the integration of developing countries into the MTS.
- The department actively participated in the WTO Doha Round of negotiations on rules. Canada is seeking clearer rules to enhance predictability in trade remedy measures and improved subsidy disciplines to ensure fairer competition for Canadian exporters in foreign markets. Canada has been one of the most active participants, putting forward proposals on calculation of subsidy, on the identification of products examined in investigations and on compliance with rulings by the Dispute Settlement Body.
- Canada continued to actively promote improved transparency at the WTO. Canada believes that a more inclusive process and improved communications with the public will foster a better understanding of the benefits of liberalized trade and of the clear and equitable rules that serve as the foundation of the international trading system.

- As Chair of the Trade Policy Review Body, Canadian Ambassador Don Stephenson assisted the Chair of the General Council, Ambassador Amina Chawahir Mohamed, in the selection process for the next Director-General of the WTO. This involved successive rounds of consultations with WTO members in order to assess their preferences and the breadth of support for each candidate. Members selected Pascal Lamy of France as the next Director-General.
- Canada continued to participate in WTO Trade Policy Reviews for 22 countries in 2004-2005, a peer review exercise designed to provide a collective appreciation and understanding of the full range of individual members' trade policies and practices and their impact on the multilateral trading system. Canada submitted written questions on the trade policy and practices of the member under review and participated in meetings.
- Canada continued to be an active participant in WTO dispute settlement proceedings:
- Canada was a complainant in five disputes—one dispute with the U.S. (Continuing Dumping and Subsidy Offset Act of 2000, or the Byrd Amendment), one dispute with the European Commission (Measures Affecting the Approval and Marketing of Biotech Products), and three challenges to U.S. trade remedy actions against Canadian softwood lumber.
- Canada was a defendant in two disputes (Measures Relating to Exports of Wheat and Treatment of Imported Grain and Wheat, and Continued Suspension of Obligations in the EC Hormones Dispute).

Of the five cases that were decided in the period in question (all but the Biotech and Hormones disputes), Canada achieved notable successes in all of them. Canada was also active as a third party in a number of important disputes, including two with the U.S. (Cross-Border Supply of Gambling and Betting Services, and Subsidies on Upland Cotton) and one with the European Commission (Export Subsidies on Sugar).

- Canada continued to contribute to the whole-of-government undertaking to amend the Patent Act,

which saw Canada become the first country to implement the historic WTO Agreement on Access to Medicines.

- Canada continued to build broader understanding of the prospects and potential gains to be realized in the Doha Development Agenda, through its technical assistance and capacity-building commitments and through direct engagement with developing countries to address outstanding special and differential treatment issues.
- Canada remained at the forefront of negotiations to improve the WTO Dispute Settlement Understanding. When the negotiations appeared to stagnate, Canada led the creation of a coalition that advanced proposals for improvements in a number of areas, including the sequencing of compliance and retaliation proceedings, the remand of issues from the Appellate Body to the original panel, rules to govern the lifting of previously authorized retaliation, and third-party rights. These efforts have brought greater direction to the negotiations and have encouraged the renewed involvement of other members.
- Canada continued to play an active role in the WTO accession process in order to secure more open, non-discriminatory and predictable market access for Canadian exports of goods and services; and to achieve transparent and rules-based trade regimes in new markets, thus contributing to global economic stability and prosperity.
- Canada continued to fulfill its commitment to engage in the WTO accession negotiations by actively participating in Working Party meetings for acceding countries. Over the past year, Canada held bilateral negotiations and/or contributed to Working Party meetings with Algeria, Belarus, Bhutan, Kazakhstan, Russia, Saudi Arabia, Sudan, Tajikistan, Ukraine, Uzbekistan, Vietnam and Yemen. Working parties were established over the past year for Afghanistan, Iraq, Libya and Serbia and Montenegro.
- Canada concluded its bilateral agreements with Ukraine in February 2002 and with Saudi Arabia in February 2004, and continued to participate in Working Party meetings for these two countries.

- Canada has made considerable progress toward concluding its bilateral negotiations with Vietnam, and is optimistic that a bilateral agreement will be reached in 2005.
- With respect to Algeria, Kazakhstan and Russia, some progress has been achieved at the multilateral and bilateral levels. The ongoing status of negotiations reflects the need, not just for Canada, but for other negotiating WTO members, to balance support for accession with the securing of market access commitments that advance their commercial interests and the securing of compliance with broader WTO rules and obligations.
- Cambodia and Nepal were admitted into the WTO in 2004. Both are least-developed countries, and their accession reflects the support that Canada and other WTO members provide to help developing countries reap the benefits of WTO membership.

#### *Free Trade Area of the Americas Negotiations*

- During the 2004-2005 period, there was a pause in the FTAA negotiations as the Co-Chairs (the U.S. and Brazil) continued their efforts to facilitate agreement on how to implement the new negotiating framework that had been agreed at the November 2003 FTAA Ministerial Meeting. Thus, as no formal FTAA negotiations were convened during this period, the January 2005 deadline for concluding the talks was missed, and it is unclear when negotiations will resume. Nevertheless, Canada remained in informal contact with the Co-Chairs and other FTAA participants to support efforts to restart the negotiations and to communicate Canada's ongoing commitment to the FTAA.
- In November 2004, Prime Minister Martin and President "Lula" da Silva of Brazil announced that Canada and Mercosur (Argentina, Brazil, Paraguay and Uruguay) would negotiate enhanced market access in the areas of goods, services and investment in the context of the creation of the FTAA. This initiative provided an opportunity to advance work toward regional economic integration, while enhancing commercial relations with these key markets. Canada and Mercosur held the initial meeting pursuant to this commitment in February 2005 in Ottawa.

- The department continued to promote mutually supportive trade, environment and labour policies in the FTAA negotiations by including appropriate environmental provisions in the text of the trade agreement, and by seeking to negotiate environmental and labour cooperation agreements.

#### *Relations with Multilateral Organizations and Key Bilateral Partners*

- The department conducted a comprehensive review of Canada's bilateral and regional trade and investment agenda, resulting in the following initiatives for negotiations and exploratory discussions:
- Continued efforts to work with domestic stakeholders and negotiating partners as appropriate to bridge remaining differences in free trade negotiations with the European Free Trade Association, Singapore and the Central America Four (El Salvador, Guatemala, Honduras and Nicaragua).
- Launched the development of a Canada-Japan economic framework that includes an initial set of priority cooperation areas and a joint study of the bilateral economic relationship.
- Initiated comprehensive domestic consultations and exploratory talks with the Republic of Korea on the possibility of a bilateral free trade agreement.
- Continued exploratory talks with the Caribbean Community (CARICOM) on the possibility of a free trade agreement.
- Re-engaged in negotiations toward a FIPA with China, India and Peru.
- Engaged in negotiations with six new and acceding European Union member states with a view to updating Canada's existing FIPAs with these countries and promoting sustainable development principles to ensure that governments will not lower health, safety or environmental measures to attract investment.
- The department actively pursued science-based conditions for resumption of trade in Canadian cattle and beef in all export markets, and resolution

of specific Sanitary and Phytosanitary (SPS) and technical market access barriers. Full or partial resumption of trade in beef was achieved with the U.S., Mexico, several Caribbean countries, including Cuba, Honduras, Lebanon, the Philippines, Hong Kong, Macao and Vietnam. Resumption of trade in live animals was achieved with Cuba, Tunisia and Lebanon.

- The department pursued Canada's WTO dispute settlement case against the EU moratorium on genetically modified organisms.
- The department coordinated government-wide trade policy efforts with China, for example through ministerial visits and participation in a Strategic Working Group.
- The department actively pursued work with Brazil toward a Memorandum of Understanding (MOU) on export financing for sales of regional jet aircraft and succeeded in maintaining the process through significant turbulence in the marketplace.
- The department continued to promote mutually supportive trade, environment and labour policies by including appropriate environmental provisions in the text of new trade agreements, and by negotiating environmental and labour cooperation agreements, as appropriate.
- The department engaged with India, China and South Africa on negotiations for bilateral air agreements and contributed to the preparation of a consultation paper on the new round of air negotiations with the U.S.
- The department concluded negotiations on bilateral air agreements with Japan and Guyana. Agreements with Aruba and the Czech Republic successfully entered into force as treaties. The department's efforts also led to a resolution of a dispute with Aero ports de Paris with respect to Charles de Gaulle Terminal 2, and air transport access to Colombia was achieved.
- The department successfully negotiated "extra-bilateral rights" with Argentina and Brazil to permit Air Canada daily service.
- The department concluded exploratory talks and obtained a negotiating mandate for a bilateral trade and investment enhancement agreement with the EU.
- The department continued efforts toward the reduction of barriers to trade and investment, and implemented in December 2004, the Canada-European Commission Framework on Regulatory Cooperation.
- In 2005, Canada continued to help build consensus on the strong June 2004 trade ministers' statement in support of the Doha Development Agenda. As the members of the APEC forum are responsible for 50 percent of world trade, the political agreement within APEC helped boost support for the WTO negotiations after their setback in Cancun.
- The department continued to make good progress in the development and strengthening of dispute settlement provisions under a number of multi-lateral, regional and bilateral trade agreements. In all of these contexts, Canada has been able to use its experience with trade disputes to promote the importance of strong and predictable rules and advance the Canadian policy of open and transparent dispute settlement under trade agreements.
- Specifically, negotiations on rules of procedures for a strong and transparent state-to-state process under the Canada-Costa Rica Free Trade Agreement are virtually complete. The main elements of both state-to-state and investor-state dispute settlements were explored in preliminary discussions with Korea. In addition, Canada has participated in discussions and contributed to studies under the auspices of the OECD and the International Centre for Settlement of Investment Disputes aimed at refining rules for investor-state disputes. In FIPA discussions with China and India, Canada has advanced the discussion on the need for a clear, predictable and transparent process. (With respect to the WTO, please refer to the preceding section.)
- The department continued to engage with Canadian stakeholders through ministerial round-tables, partnership activities (such as International

Trade Day), outreach activities with senior officials and via the departmental Web site <http://www.international.gc.ca/tna-nac/menu-en.asp>.

- The department remained actively involved with other levels of government and parliamentarians on a range of trade policy issues. The federal-provincial-territorial C-Trade network provided the means for timely consultation with the provinces and territories through quarterly meetings, teleconferences, and a restricted Web site. The Minister and Deputy Minister met separately with their provincial and territorial counterparts to discuss Canada's trade priorities. In addition, support was provided to Canadian parliamentarians in the context of the WTO (Inter-Parliamentary Union) and FTAA (Inter-Parliamentary Forum of the Americas), and a guide on trade agreements for municipalities was drafted in collaboration with the Federation of Canadian Municipalities.
- The department participated in workshops with foreign governments to exchange strategies on the role of consultation and outreach in the area of trade policy. The department also continued to pursue opportunities with Canada's trading partners with a view to strengthening public engagement at home and increasing civil society participation in intergovernmental forums, including the Summit of the Americas and FTAA processes.
- The department continued to participate in discussions on environmental assessments of trade in international forums such as the WTO, the North American Commission for Environmental Cooperation and the International Association for Impact Assessment. The department co-organized a training workshop on the environmental assessment of trade for APEC members in July 2004 in Chinese Taipei. The department has commenced work on the environmental assessment of the likely impacts of current FIPA negotiations. To date, work has progressed on the proposed Canada-Peru FIPA. Environmental assessments began during the summer of 2005 on other active FIPA negotiations, with China and India.
- The department continued to increase public awareness of its priorities, policies, programs, services and initiatives. Communications messages

also enhanced public and private sector confidence that the department is fulfilling its mandate in an effective and transparent manner and is representing and defending the interests of Canadians.

- The Office of the Inspector General of the department conducted an assessment of the effectiveness and adequacy of current consultations and outreach mechanisms. The final report included recommendations for a forward-looking and flexible framework for consultations and engagement.
- The department released two annual reports on the country's trade performance. Documents are available on-line at <http://www.dfait-maeci.gc.ca/tna-nac/cimap-en.asp> and <http://www.dfait-maeci.gc.ca/eet/pdf/SOT-2005-English.pdf>.

## 2.1.2 International Business Development

### Strategic Outcome

Creation of jobs and prosperity in Canada by encouraging Canadian firms to take full advantage of international business opportunities and by facilitating investment and technology flows.

### Our Resources

Financial	
	\$ millions
Planned spending at beginning of fiscal year	92.4
Total spending authorities at end of fiscal year	91.9
Actual spending	85.9
Human Resources—	
full-time equivalents (FTEs)	401 FTEs

### How We Pursue Our Strategic Outcome

The Trade Commissioner Service (TCS) is a network of more than 1,050 trade professionals located in over 140 trade missions abroad, in 12 Regional Offices across Canada and at departmental headquarters in Ottawa. Trade commissioners have expertise on in-market conditions and maintain extensive networks of foreign business contacts; thus they are in a position to provide high-level market intelligence as well as practical market assistance to Canadian companies. The TCS Web site (<http://www.infoexport.gc.ca>) provides access to strategic sectoral market studies and country-specific reports to help Canadian companies identify international business opportunities and learn more about their target markets around the globe.

Trade commissioners abroad serve as an integrative force, serving the broad economic interests of Canadians. While the focus of the TCS remains on the promotion of Canadian exports, it also includes the attraction of foreign investment, facilitation of outward Canadian investment and partnering in S&T, which is critical to building competitiveness. Evolving business models and global value chains have highlighted the critical importance of accessing the most competitive sources of inputs and services, whether from within Canada or from foreign suppliers.

The department is also responsible for leading the whole-of-government international commerce development function through Team Canada Inc (TCI), a partnership of 15 federal departments and agencies that offer specialized products and services to support Canadian companies. TCI provides an integrated domestic support network to assist Canadian firms in expanding their business in international markets. TCI's Web site (<http://exportsource.gc.ca>) is Canada's most comprehensive on-line source for government export information.

Given the dynamic and competitive nature of international commerce, the services of trade commissioners remain vital to Canadian businesses, particularly SMEs, which rely on timely market intelligence and market access support to take maximum advantage of business opportunities in increasingly challenging markets.

### Our Working Environment

The Canadian economy continued on a positive trend in 2004, with real growth increasing 2.9 percent. It was the 13th consecutive year of uninterrupted growth. This trend was also evident in Canada's international trade performance, where exports of both goods and services rose to within 1 percent of their previous peak, while imports reached record highs. The balances in goods and services trade and for transfers moved further into surplus, by \$7.2 billion and \$0.1 billion respectively, while the investment income deficit narrowed by \$3.1 billion.

Proactive business development in the U.S. remained the department's first business development priority in 2004-2005. As a founding member of the ERI, the department worked in close collaboration with its ERI partners and other departments to deliver a whole-of-government approach to Canada's commercial relations with the U.S. The increase in staff and in the number of points of service in the U.S. greatly enhanced the level of engagement with Americans at the local, state and regional levels. This enabled the department to promote Canadian interests across the full spectrum of trade, investment and technology, as well to advance the sectoral interests of partner departments, the provinces and territories, and the Canadian business community.

Through increased advocacy initiatives, the department continued to play the lead role in the overall management and coordination of the International Business Development (IBD) program in the U.S., which successfully integrates the core elements of trade, investment and S&T partnering. These are all vital elements that support the world's largest bilateral relationship. In the aerospace sector, for example, a joint government-industry coalition succeeded in winning 35 contracts, worth over \$100 million, for Canadian firms under the U.S. Joint Strike Fighter program.

The department developed multi-stakeholder strategies in priority sectors in the U.S. and reinforced consistent messages to an ever-expanding network of potential U.S. business partners. The biosciences marketing strategy, for example, was particularly successful in highlighting unique Canadian capabilities in conducting

clinical trials. Targeted calls by our missions to key U.S. corporations and institutes generated a wave of interest in doing business with Canada. Prominent prospects took part in major events in sectors such as environment (Globe), alternative energy (Fuel Cells Canada) and homeland security (Procurement Conference of the Americas). These events provide opportunities for Canadian firms to benefit from exposure to top U.S. decision makers, leading to increased business opportunities.

On the technology front, the department developed a robust framework for the Technology Partnering Initiative, which is now fully operational. Six partnering missions in priority sectors were conducted, introducing more than 100 Canadian firms to potential U.S. partners. The highly successful Export USA program celebrated its 20th anniversary in 2004, providing new Canadian exporters with first-hand exposure to the practicalities of doing business in the U.S. in addition to valuable information on market prospects for their products and services. Since its launch, more than 21,000 companies have participated in this program, vastly improving their ability to penetrate what is likely the world's most competitive marketplace.

As part of the Smart Border Action Plan, Canada continued to work at securing and facilitating the flow of goods and people across the Canada-U.S. border by implementing and expanding the Free and Secure Trade (FAST) and NEXUS programs. These programs are highly valued by all segments of Canadian business.

Although the U.S. is, and will remain, our largest market by a wide margin, the department has pursued the development of a comprehensive strategy to help position Canadian companies in other growth regions, including China, India, Brazil and others. The Canada Trade Missions to China and Brazil, led by Minister Peterson, enhanced bilateral relationships in core areas such as trade, S&T cooperation, and investment. Initial work on the Emerging Markets Strategy has included extensive domestic consultations with a cross-section of stakeholders, including roundtables hosted by Minister Peterson and Parliamentary Secretary Mark Eyking. Also, a dedicated Web page was created to solicit views and suggestions from business, non-governmental organizations, academia and other experts.

Stakeholder input will be instrumental in guiding the refinement of the strategy to ensure that its implementation is fully in line with the needs and expectations of Canadian business.

### Our Accomplishments and Performance

Building on the previous year's Report on Plans and Priorities, the IBD program retained the following four priorities for 2004-2005: people, partners, programs and policies, and promotion. Accomplishments related to these priorities are highlighted below.

#### *People: to continue to improve the skills, knowledge and job satisfaction of International Business Development professionals*

- In order to perpetually increase its professional capacity to serve Canadian international business interests, the Trade Commissioner Service continued to implement a progressive learning strategy, which is focused on improving service delivery and gathering market intelligence. During the year, it delivered a comprehensive training initiative known as the Global Learning Initiative to over 100 trade program managers and 25 staff at Regional Offices across Canada. A course evaluation undertaken six months later showed that the results far exceeded expectations.
- During 2004-2005, the TCS delivered technical training sessions to staff (at headquarters and overseas) to strengthen their knowledge and skills in several key areas of service delivery. Highlights are provided below.
- A three-day intensive training course was offered in conjunction with Export Development Canada (EDC) to trade program managers going on a foreign posting. EDC presented a half-day training course to 32 trade commissioners going on posting. In addition, 12 officers working in the CARICOM region received on-the-ground training on pursuing procurement opportunities through international financial institutions. A one-day course on international trade finance was given to 43 participants, and 50 participants attended a four-day course on projects financed by UN organizations and international financial institutions.

- Through the Continuous Learning Program, training focused on specific industrial sectors was provided at 15 international events: 11 in Canada and the rest abroad. These sessions were attended by over 290 officers from nearly 110 different posts as well as 116 officers from headquarters and partner departments.
- More than 165 training sessions on WinExports, InfoExport, the Virtual Trade Commissioner (VTC) and the InfoExport International Content Management System were delivered to more than 210 staff. In addition, 257 employees participated in the two-day "TCS Serving our Clients" course, delivered 12 times. This course has evolved to include discussions on the role of the Regional Offices in preparing clients to work with Canada's missions abroad.
- Finally, 150 trade commissioners participated in S&T training to enhance their capacity to deliver the departmental S&T program. S&T was also integrated into the new Global Learning Initiative course and the preparation course for new heads of mission.
- The TCS also developed several new training tools to provide a more systematic approach to the training of employees of partner departments taking assignments abroad with International Trade. As a result of closer consultations with three Team Canada Inc partners, preparations were made for a new pilot course to be offered by Natural Resources Canada as well as a set of comprehensive briefings to outgoing officers by Agriculture and Agri-Food Canada.
- The TCS implemented a major initiative to promote its Vision, Purpose and Core Values. Following a comprehensive set of consultations undertaken during the previous year and a half, it developed an innovative learning tool that was distributed throughout the department for use by program managers to inculcate the core values within their teams. As part of their annual Performance Management Agreement, program managers were asked to lead a session with their staff using the tool prior to March 31, 2005. Feedback from over 50 managers indicated that this was successfully implemented.
- A workshop on Leadership Excellence led by the National Quality Institute was attended by a group of senior managers. The workshop focused on the leaders' role in advancing excellence across the TCS and in recognizing what is needed to develop and implement a progressive and strategic approach to achieving quality goals and organizational excellence. Participants rated the workshop at 8.5 out of 10 in terms of its value and applicability.
- The "Leadership Guide to Quality Management" was validated and finalized. It was distributed to all trade program managers at missions abroad, at headquarters and in the Regional Offices. The guide is a self-help kit containing six practical and interactive modules that support managers in implementing a quality management approach to daily operations with their teams. Those missions that pilot-tested the kit were able to obtain first-level certification under the National Quality Institute's Progressive Excellence Program.
- As part of efforts to continuously improve service delivery, TCS managers and senior staff participated in the audit and evaluation of 13 IBD programs in 2004-2005.
- As part of ongoing efforts to improve the morale and job satisfaction of employees, a detailed Action Plan and Management Response was prepared to address each of the seven major issues and 38 specific items flowing from the 2003 Employee Survey. In addition, informal meetings continued to be held with employees visiting headquarters from abroad to identify their views on what is satisfying about their work and what is not. Since 2001, more than 300 employees at missions abroad have had an opportunity to provide confidential feedback through informal consultations.
- An average of 900 users per month visited the Horizons intranet site, which provides a wide range of electronic tools to help trade commissioners to perform their work more efficiently and address client service issues. An extensive site review confirmed that the content corresponds to user needs.

*Partners: to add value for clients by providing high-quality, seamless delivery of TCS services through public and private sector partnerships such as Team Canada Inc and international S&T and investment promotion networks*

- The transfer of the Team Canada Inc directorate from Industry Canada will strengthen the department's strategic leadership role in international business development among partner departments.
- More than 300 new service delivery partners across Canada were contacted to participate in the TCI network. Most new service delivery partners were trade and industry associations. Additional steps were taken to renew TCI's role in facilitating policy dialogue and to establish the overall strategic direction of the partnership.
- TCI member organizations were encouraged to participate in deliberations on a number of strategic issues, including the renewal of the Brand Canada initiative and the provision of more integrated services in priority areas. One example was the formation of a Working Group on Emerging Markets and the subsequent development of a "Canada-India portal" that provides access to a broad spectrum of government services and programs to Canadian and Indian businesses.
- The department continues to work with various partners to promote and deliver Canada's trade, investment and S&T services through the ongoing organization of trade missions, ministerial outreach, Canada's participation in the annual World Economic Forum (WEF), as well as the Junior Team Canada and Canada Export Award programs.
- The Minister for International Trade's SME Advisory Board met twice during the year to discuss the orientations of various trade programs. For instance, the Advisory Board examined the Program for Export Market Development (PEMD) and the Virtual Trade Commissioner in relation to the needs of SMEs as well as new opportunities such as emerging markets. The Advisory Board has proven to be a highly effective consultative mechanism for the department.
- Departmental officials advocated on behalf of SMEs to partner departments in order to ensure that their needs are reflected in economic policies, practices, programs and services. The needs and priorities of SME exporters were further reflected in the development of such initiatives as Canada's input into the Canada-EU Trade and Investment Enhancement Agreement.
- To help reorient business strategies to new international models, departmental officials led initiatives such as the agri-food value chain roundtable process, the national education marketing roundtables, and a roundtable on challenges and opportunities in emerging markets such as China, India and Brazil to ensure continued cooperation and coherence among federal, provincial and industry stakeholders. In addition, roundtable meetings hosted by the Minister for International Trade during trade missions to Brazil and China also contributed to a better understanding of the challenges faced by Canadian business in these key markets.
- The department participated in the Trade Team Canada sector process, which led to the drafting and implementation of several sectoral international trade strategies and action plans, including the Trade Team Canada—Cultural Goods and Services working groups organized by the Department of Canadian Heritage.
- As a means of integrating the challenges of building competitive financial services with those of professional development, the department levered the support of several external partners to deliver training courses, outreach activities, missions and other events related to international trade financing. Partners included EDC, Ontario Exports, Canadian Manufacturers & Exporters, the Canadian International Development Agency (CIDA) and international financial institutions such as the World Bank and regional banks.
- The TCS undertook cross-Canada consultations with staff at all Regional Offices and with key Regional Trade Network partners to identify service gaps and areas where partnerships could be strengthened. Based on the findings, a number of initiatives were launched and the Regional Office Support Unit was established. The Regional Trade

Networks are co-chaired by the senior trade commissioners in the Regional Offices.

- Reflecting the importance of innovation in building a knowledge-based economy, the department plays a strategic leadership role in the Canadian S&T community by advocating a whole-of-government approach on the international front. In addition to avoiding duplication of effort, this approach maximizes the resources put forward. For example, the department led Canada's participation to BioVision-France, where a well-organized and holistic approach made a significant impact and positioned Canada among the top world players in biotechnology.
- The Interdepartmental Network on International Science and Technology, chaired by the department, has been revitalized and is bringing a better alignment of the Government of Canada's international priorities, including Canada's position on bilateral S&T umbrella agreements. Recommendations formulated by Network members were used to reallocate S&T positions abroad over the summer of 2004, and the department led the coordination of the international projects of the Canadian Biotechnology Strategy.
- The department contributed to the technology commercialization agenda of the Government of Canada through a review of international practices on innovation and commercialization, and contributions to an interdepartmental commercialization inventory. It also initiated research and deliberations on performance metrics. As a result, government policy, programs and communications on commercialization were strengthened due to enhanced recognition of the international dimensions of S&T policy.
- Over the last year, the department brought together Canadian S&T partners, primarily from the federal S&T community, to present two major projects financed through the EU's Framework Programme 6, including the establishment of an office in Ottawa dedicated to serving Canadian and European researchers from academia, industry and the public sector. The mandate of the office is to build greater R&D collaboration over the next three years by creating awareness of opportunities (e.g. for collaborative research, researcher mobility, peer review engagement, technology transfer, dialogue on systems and outcomes); brokering partnerships; providing information (e.g. on research funding and scholarship programs); offering practical assistance (e.g. with applications, contracts, intellectual property issues); delivering on-line information and services; and organizing events.
- The Canada Trade Mission to Brazil led by Minister Peterson substantially increased awareness of potential S&T partnerships between Canada and Brazil. In addition, outreach meetings with chief executives from S&T clusters in British Columbia conveyed the value of TCS services, communicating how the department can facilitate their and international business objectives.
- With the support of trade commissioners abroad, the department coordinated the participation of more than 30 foreign science journalists at the World Conference of Scientific Journalists in October 2004 in Montreal. This event was an excellent opportunity to position Canada as a key international player in innovation.
- With respect to the Government of Canada Web site for foreign visitors, the department initiated new partnership agreements to streamline content from partner sites into the Doing Business with Canada site. It also developed an enhanced source of information for foreign business visitors through a joint initiative with Citizenship and Immigration Canada and launched a user feedback method for visitors to evaluate their potential to pursue business opportunities.
- Content about the products and services of Agriculture and Agri-Food Canada, the Canadian Commercial Corporation, Export Development Canada and the Department of Canadian Heritage has been integrated into the Virtual Trade Commissioner (VTC) electronic service platform.
- The department created new and updated Web pages for Aboriginal and women exporters and participated in the development of the Live, Learn and Succeed foreign student portal to facilitate and encourage study in Canada.

- As part of efforts to strengthen the Regional Trade Networks, the Canada-Atlantic International Business Development Agreement was renewed for another four years, with \$10 million in program funding provided by the Atlantic Canada Opportunities Agency and the four Atlantic provinces. Negotiations were also undertaken with Alberta, Saskatchewan, Manitoba, Nunavut and the Northwest Territories resulting in the renewal of their individual memorandums of understanding on international business development. These agreements provide the framework for enhanced coordination and leveraging of resources among Regional Trade Networks.
- The Chief Trade Commissioner met with the senior executives of 31 companies and organizations across Canada under the Strategic Business Relationship Initiative. This initiative aims to build a closer relationship with a number of high-potential clients to ensure that the Trade Commissioner Service is equipped to satisfy their needs. It is designed to develop a better understanding of clients' market strategies and intentions.

*Programs and Policies: to allocate program resources and determine policy according to priorities, and coordinate the department's programs and services with those offered by partners*

- The department's international business promotion programs and services are enabled by the policies developed to establish and reinforce access to foreign markets for Canadian goods and services. The Canada Trade Missions to Brazil and China, led by the Minister of International Trade, are prime examples of the strategic use of departmental resources. The missions aim to enhance bilateral relationships in key areas including trade, S&T cooperation and investment. During these major events, Canadian companies interested in other South American and Asian markets met one-on-one with trade commissioners resident in those regions to discuss market access issues and new business opportunities. In markets where governments play a central or influential role in major industrial projects, in addition to their expected role in shaping economic policy, the benefits of such high-level missions cannot be overstated. Complementary initiatives in many other corners

of the world promoted Canada as a sound and attractive business partner in all aspects of commercial enterprise. Supported by the "Brand Canada" promotion program, Canadian business had an enhanced presence at 27 major international fairs. This interactive approach maximized the often modest, yet valuable resources of companies dedicated to market research and business travel, and enabled departmental staff to identify and pass on new business leads to qualified Canadian suppliers.

- The department's International Business Opportunities Centre actioned over 6,000 business leads received from trade commissioners abroad. These leads were communicated directly to Canadian companies—75 percent of which are SMEs. Out of all the leads actioned, 1,500 were selected for on-line dissemination via the Virtual Trade Commissioner (VTC), ensuring that Canadian companies can follow up on them in the most efficient manner possible.
- The department's Market Research Centre sent approximately 1,000 e-Bulletins to Canadian missions abroad to alert them to news articles from numerous electronic information sources highlighting international business opportunities for Canadian companies.
- To foster increased participation in projects funded through international financial institutions, the department began to develop tailored fact sheets that provide Canadian companies with an insight into the sources of funding for development procurement in key countries: 13 in Africa, 12 in Latin America, 5 in East Asia, 5 in Central Europe, and 5 in the Middle East. To encourage interest in such projects, the department published 14 success stories on its subscription-based IFInet Web site. The on-line publication of the market report "Profiting from the Global Infrastructure Market" proved to be particularly well received, with over 19,972 hits during the fiscal year.
- Also, the department developed a Web portal for private sector inquiries focusing on Canada's response to the Indian Ocean tsunami. The site provided information to Canadian companies on reconstruction programs planned in the stricken

countries by multilateral development agencies and major non-governmental organizations. During the first four months of operation, the site generated over 5,500 hits.

- As of March 2005, Inter-American Development Bank and World Bank project-financing information is being provided every trimester to Caribbean and Latin American missions. This best practice will be replicated for other regions of the world in upcoming months. In partnership with Team Canada Inc and CIDA, a new Guide to International Project Bidding was lodged on the Exportsource site and linked to IFInet.
- Two amendments to the OECD's Arrangement on Guidelines for Officially Supported Export Credits were agreed to at the end of 2004. The OECD Arrangement regulates the terms under which the members of the OECD provide export financing support to their national exporters. As a result, the cost to taxpayers of providing such support is kept under control and a level playing field is established between the exporters of member nations.
- The Aircraft Sector Understanding, which establishes special terms for aircraft sales financing, is currently undergoing a negotiated revision. Though Brazil is not an OECD member, as a leading aerospace nation it is participating in the negotiations, reducing the potential for future disputes.
- In 2004-2005, numerous client service policies were reviewed or updated. Topics included the issue of trade staff being tasked with onerous non-trade-related activities and the integration of Corporate Social Responsibility into officers' service delivery. Various policy-related cases were also submitted by missions and resolved, often after consultation among different divisions of the department. New policies are disseminated through various means, including the Horizons intranet site and training courses. The Post Support Unit, which is charged with resolving difficult issues related to unprepared or ill-informed companies on behalf of posts abroad, dealt with nearly 1,700 cases.
- A key role of the department is to work with its portfolio partners, Export Development Canada (EDC) and the Canadian Commercial Corporation (CCC), to encourage the development of products to meet the emerging needs of clients. One important result was the launch by EDC of an updated Bank Guarantee Program. The program will provide exporters with access to loan guarantees similar to what is available to their foreign competitors when pursuing business opportunities in developing markets. These improvements are a direct response to the recommendations made by the Standing Committee on Foreign Affairs and International Trade and the Senate Committee on Banking, Trade and Commerce during the last legislative review of the Export Development Act (see the pertinent press release at [http://www.edc.ca/docs/news/2005/2005\\_news\\_e\\_7277.htm](http://www.edc.ca/docs/news/2005/2005_news_e_7277.htm)).
- Following an international bidding process managed by the CCC, a fund manager was selected in May 2004 for the \$500 million Canada Investment Fund for Africa, which was established as part of the New Partnership for Africa's Development (NEPAD) initiated at the G8 Summit in Kananaskis in June 2002. After detailed negotiations, the fund was launched in April 2005.
- The department led the policy work and drafting of the Commerce section of the government's International Policy Statement. It emphasized the importance of delivering integrated solutions with respect to trade promotion, investment attraction, and cooperation in S&T. Also, policies were developed to better recognize the economic benefits of Canadian direct investment abroad as a significant driver of exports, S&T and innovation. The language adopted in the Commerce section of the International Policy Statement clearly reflected this strategic orientation.
- The department initiated the development of guidelines for trade commissioners to ensure the delivery of consistent, value-added services to Canadian businesses exploring competitive foreign supply alternatives. Since sourcing strategies often involve direct investment in assets abroad, these guidelines will be carefully aligned with outward investment policy development that is under way in cooperation with other federal departments.

- The department established an interdepartmental working group to act as a point of contact for the close to 200 Canadian companies interested in the relief and rebuilding effort after the Indian Ocean tsunami. The department coordinated a whole-of-government approach to positioning the private sector for the rebuilding effort, including the planning of joint initiatives in Canada and in the affected region.
- As part of its efforts to ensure that the department's resources abroad are used to maximum effectiveness, a detailed review of trade positions abroad was undertaken by an internal working group. As a result, 10 overseas trade commissioner positions were redeployed to other countries or regions to more closely reflect client demand and departmental priorities. The redeployment process will continue to be honed to ensure these valuable resources generate the greatest return on investment in support of Canadian business around the globe.

***Promotion: to market the global services of the Canadian Trade Commissioner Service more proactively***

- In 2004-2005, the department continued to promote the Trade Commissioner Service to Canadian business, particularly SMEs, women entrepreneurs and Aboriginal exporters. Special emphasis was put on building the client base of the VTC a Web-based application that offers customized services to Canadian companies. Through promotion efforts such as outreach, trade fairs, publications, articles and other means, the number of clients registered with the VTC grew from 9,812 to 15,230 (a 55 percent increase). Half of these were new clients who had not previously accessed the services of the department. This channel is expected to continue to gain in relevance, boosting the effectiveness and efficiency of service delivery over the next few years.
- Outreach programs are an important component of promoting the services of the TCS. In 2004-2005, some 210 trade commissioners from missions abroad met with more than 2,100 Canadian firms, 43 percent of which were "new to market." The programs targeted SMEs with export potential at

95 events in 32 locations in Canada and abroad, exposing over 4,000 actual and potential exporters to the services of the TCS. Success stories are regularly highlighted in the department's flagship publication, *CanadExport*, which is published twice a month, in its Women Entrepreneurs supplement, as well as on the official departmental Web site.

- Client surveys continuously indicate the importance of market research products. In 2004-2005, the department's Market Research Centre produced 97 market reports, market briefs and market insights, as well as 110 country sector profiles. In addition, the Centre collaborated with missions in the production of 76 market information products initiated by missions abroad. Over 280 market information documents were posted on-line for Canadian clients. These publications registered close to 56,000 downloads during the year, confirming continued strong client demand.
- Through the IFInet Web site, over 4,000 subscribers receive specialized information, announcements and events surrounding international financial institutions and other development business opportunities every week. IFInet continues to be a very successful tool for the dissemination of information on the development business market. It currently hosts 48 institutional fact sheets and 96 country-specific "sources of financing" fact sheets, which have been fully integrated into the VTC. With an average of 1,368 hits a day, this site generated approximately 500,000 hits over the last year.
- The department regularly organizes Canada's participation in the annual meeting of the WEF in Davos, Switzerland, attended by approximately 2,000 of the world's most prominent business and political leaders. The Minister for International Trade led the Canadian contingent in 2005. His participation helped highlight Canada as a 21st-century, knowledge-based economy, clearly identifying Canada as an attractive and competitive investment location with a number of pre-identified corporate investment prospects.
- Promotion of TCS services relies on a variety of tools. Among the most valuable tools are the high-profile Canada Trade Missions led by the Minister

for International Trade. As a result of departmental efforts to raise the awareness of overseas opportunities and recruit interested Canadian parties, a total of 46 companies (including 22 SMEs) participated in the Canada Trade Mission to Brazil, and 372 companies (including 213 SMEs) participated in the Canada Trade Mission to China. In addition, the department organized the Central American Circuit business development mission in Guatemala, El Salvador, Costa Rica and Panama. All of these events paid great dividends in promoting the image of the TCS and the value of its services to Canadian companies.

### Performance Management Initiatives

The biennial TCS Client Survey, last undertaken in 2004, validated the service offerings of the TCS with business clients and partners, identified areas for improvement and allowed the department to better understand the evolving needs and expectations of clients. Mission-level reporting was replaced with higher-level, regional analysis in the latest survey. Overall, the survey reaffirmed that the TCS is providing high-quality services to clients in all regions of the world. Detailed survey results can be viewed at <http://www.infoexport.gc.ca>.

In the context of the Canada Trade Missions led by the Minister for International Trade, surveys are sent to participants to evaluate departmental services and the quality of the programs delivered during these missions. The department also compiles statistics on the number of participating SMEs; export-ready and new to market firms; and women, Aboriginal and young entrepreneurs.

The Market Research Centre continued to implement an on-line client survey as a means of generating a comprehensive quantitative assessment of clients' satisfaction with its core market information products. The overall satisfaction ratings show that the Centre has been successful in continuously improving its offerings and addressing the needs of clients. The information that clients access from the Centre is used in identifying potential markets (52 percent) and obtaining background information on targeted markets (49 percent). Moreover, the vast majority of clients used the information provided, and 84 percent took specific actions based on that information.

To complement the previous assessment, the Centre conducted a series of focus group tests across Canada to obtain critical qualitative feedback from Canadian industry clients on the core market information products. Overall, the current suite of products was found to meet or exceed client expectations.

In a further attempt to gather qualitative information to improve client service, the TCS organized debriefing sessions with trade program managers who had returned from postings overseas. The managers were asked to identify the challenges they had faced in managing trade programs abroad. A report on their comments was prepared and presented to management along with the group's unanimous recommendation that the activity become an annual event. In addition, a survey of trade commissioner interns was conducted in the fall of 2004. Responses to questions on their recruitment experiences will be used to develop a long-term recruitment strategy.

The TCI Internet portal (<http://www.exportsource.ca>) continues to be highly valued by the exporter community. In 2004-2005, visits to the site increased 9 percent, reaching a total of some 370,000 visits. As part of a client satisfaction survey undertaken in 2005, a majority of respondents (77 percent) gave ExportSource a high rating, with 80 percent indicating they would use the site again.

TCI's other primary service point is a toll-free export information service. While the telephone service is still well used, with 10,456 calls received in 2004, this represents a 6 percent decrease from the previous year. This reduction is likely a direct result of increased Web site usage. Service standards with respect to the timeliness of responses continue to be met or exceeded. A 2004 client satisfaction evaluation indicated an 85 percent overall client satisfaction rating (higher than the industry standard for similar services).

The department's 12 Regional Offices located across Canada supported 454 trade and investment events and missions reaching nearly 20,000 clients. To get a clearer picture of client needs and reactions, the Regional Offices surveyed over 10 percent of these events. Surveyed events achieved an overall satisfaction rate of 88 percent, with 59 percent of respondents saying they would pursue the market, 72 percent saying they would obtain more information, and 53 percent

saying they would use the information to change the way they manage their export efforts. In terms of client impact, it is evident that the events resulted in revised business decisions. The Regional Offices recorded 6,800 clients counselled during the year, with several offices establishing quarterly targets per officer. Also, the Regional Offices followed up with over 80 percent of new VTC client registrants to determine what service and program offerings would be of greatest benefit to them.

The Program for Export Market Development for Associations (PEMD-Associations) is a non-repayable contribution program available to national trade associations. In their application, associations are asked to identify performance indicators for each of the activities they are proposing and to set the overall objectives of the PEMD contribution they are seeking. Associations approved for funding have to report against these indicators and objectives at the claiming stage. Applications are assessed according to published criteria, namely the export strategy, the incrementality of the proposed activities, the benefits to the membership and the client's performance over the past two years. An evaluation board comprising three directors from the department evaluates and approves applications in an annual competition for funding.

PEMD-Associations had 54 clients and expended over \$2 million last year. Participating associations reported increased sales of \$8 million and prospects on future sales worth \$163 million. Some associations reported increased sales in terms of volume or percentage, and therefore are not included in these figures. Moreover, companies do not always report results to their associations, so PEMD-Associations results are likely higher than those reported. One association linked its PEMD-supported activities in the U.S. to an export increase of \$509 million in 2004.

Other results include an association that certified a Canadian manufacturing process in the U.S. and obtained the public endorsement of the U.S. Department of Energy and of two American associations, thereby opening doors to Canadian products and services; the recruitment of a U.S. knowledge and service provider who created a \$10,000 bursary to encourage Canadian academic participants to attend "BioPartnering North America"; potential partnerships worth up to \$26 million; financing

agreements; the initiation of licensing negotiations; coverage of two Canadian industry sectors in specialized foreign magazines; MOUs; recruitment of new members interested in exporting; and exposure of new exporters to foreign markets.

The long-standing Program for Export Market Development for Industry (PEMD-Industry) offers conditionally repayable contributions to eligible companies, sharing the risk of market development costs. Repayments are based on the level of increased sales achieved as a result of PEMD-funded activities.

In response to changing industry needs, plans are under way to launch a new, wider-ranging successor to this highly successful business support program. Consequently, no new agreements were signed after March 30, 2004. Agreements signed prior to that date are being honoured, with expenditures reaching over \$5 million in 2004-2005, while repayments from program beneficiaries totalled some \$2.2 million.

The Client Service Fund is an internal fund that provides seed money to missions abroad to support business clients in priority sectors. The fund was evaluated at the end of the fiscal year and an action plan is currently being prepared to address the recommendations flowing from the evaluation. The overall findings of the evaluation were favourable, showing that the fund is relevant, cost-effective and responsive to client needs.

Results-based management principles were incorporated into the operations of missions around the world through the introduction of an on-line planning and reporting system for IBD. Results-based management efforts within the department are focused in large part on meeting the needs of business clients in their pursuit of foreign business opportunities.

The department continued the development and implementation of its Client Relationship Management System, called TRIO, throughout 2004-2005. TRIO provides integrated solutions to trade officers in order to improve the processing, delivery and tracking of interactions with clients. The system generates performance indicators such as average turnaround time on service requests, volume of services delivered, and number of business leads generated. Modules are being developed to track

client satisfaction ratings at the transaction level and to capture information on business outcomes from clients receiving TCS services.

A full evaluation of the IBD program in China was undertaken in 2004. Although the final report is not yet completed, preliminary results suggest that missions in China are delivering services to clients and partners in an efficient and effective manner. However, significant adjustments are required with respect to the allocation of resources within and among our missions in China in order to better respond to client needs. This is a reflection of the increasing complexity of doing business in a world dominated by evolving business models such as global value chains and, of course, the sheer volume of inquiries received as more Canadian firms engage in the Chinese market.

According to Statistics Canada, Canada exported more than \$6.6 billion in merchandise to China in 2004 (a 38.8 percent increase, over the previous year), while imports from China rose 29.7 percent to nearly \$24 billion. Interestingly, Canada was one of the few nations whose growth in exports to China last year surpassed the growth in imports. The recommendations from the above evaluation will feed into the development of a broader departmental strategy to respond to opportunities and threats in other key emerging markets such as India, Brazil and Russia.

Extensive work was undertaken in 2004 to develop more measures to assess the performance of the department and evaluate the use of resources. The design parameters of the tool selected, "IBD Dashboard," were validated with senior management in December 2004. Development work undertaken throughout the year involved significant programming, data transfer, loading and user functionality testing. This integrated information system links operational data (on transactions with clients by location, type, frequency, etc.) to other key business intelligence dimensions such as financial and human resources, internal processes as well as bilateral trade statistics and other market-specific macroeconomic data.

Once it is fully functional, in late 2005, Dashboard is expected to enhance the department's capacity to analyze the cost-effectiveness of IBD operations in overseas markets, thereby supporting decisions with

respect to the deployment of human and financial resources. The system will facilitate ongoing performance measurement and reporting (eventually against established benchmarks) and will support the formulation of IBD policies and strategies. This will allow more in-depth reporting in next year's Departmental Performance Report.

### 2.1.3 Investment Promotion

#### Strategic Outcome

Attraction and retention of foreign investment and technology and promotion of investment abroad in order to create jobs and prosperity in Canada.

#### Our Resources

Financial		\$ millions
Planned spending at beginning of fiscal year		5.7
Total spending authorities at end of fiscal year		6.1
Actual spending		7.5
Human Resources—full-time equivalents (FTEs)		68 FTEs

#### How We Pursue Our Strategic Outcome

Investment and capital formation are essential for stimulating the innovation, competitiveness and economic growth that contribute to an improved standard of living for Canadians. Foreign firms with direct investment in Canada play a significant role in Canada's economic development. It is therefore imperative that every effort be made to continue to attract such investment and to encourage existing investors to enhance their current operations in Canada. It has become increasingly important for Canadian firms to consider investments outside Canada to maximize their opportunities for involvement in global value chains.

Two-way investment and technology flows between Canada and the international business community are pursued by showcasing Canada as an attractive location for investment and technology development; working in partnership with other departments and governments in Canada to develop and implement effective strategies to attract foreign investment and technology to Canada; helping Canadian companies increase competitiveness by facilitating investment in growth markets and the acquisition of new technologies, and developing strategies to address real and perceived issues impeding investment in Canada.

### Our Working Environment

International commerce—two-way trade and investment—is the lifeblood of the Canadian economy and the key to our prosperity and living standards. Globalization, brought on by trade and investment liberalization and rapid advances in communications and transportation technologies, has opened world markets to Canadian goods and services, but has also created intense price competition, especially from the rapidly industrializing emerging markets. Competition is driving production to become increasingly regional or global, not national or local. Multinational investors are moving from branch-plant and world product mandate models to a business model based on global value chains: locating research, product development, design, manufacturing, financing and other services wherever it makes business sense.

In an increasingly integrated global economy, two-way investment is essential to economic success. Strategic FDI that utilizes Canadian skills combined with foreign technologies, resources and innovation, helps link Canadian industry to global value chains and international markets. In 2004, the stock of Canadian direct investment abroad (CDIA) was up 10.3 percent, or \$41.6 billion, to \$445.1 billion. By the same token, CDIA gives our firms direct access to high-growth foreign markets and to strategic foreign technologies and natural resources, as well as access to cost-competitive production facilities. CDIA has become an essential corporate strategy, complementing trade and other strategic international alliances as a means to generate growth and competitiveness. In 2004, the stock of FDI in Canada edged up 3.2 percent, or \$11.2 billion, to \$365.7 billion.

### Challenges and Risks

Governments throughout the world are increasingly focused on capturing the benefits of FDI. This has created intense competition for FDI, especially from the emerging markets in Asia, Central Europe and Latin America. Canada's 3.1 percent share of world FDI is still above our 2.3 percent share of world gross domestic product, but it is significantly lower than the 6.1 percent share registered in 1987. However, given the realities of the dynamic investment environment today, the most important challenge for Canada is to attract the strategic investments that develop and produce innovative and high value-added goods and services. As emerging economies use imported technologies and low-cost labour to cost-effectively produce standardized goods and services for global markets, developed economies, such as Canada, have responded by moving up the value chain in terms of production of innovative goods and services. In short, the attraction of strategic, knowledge-based FDI is key to accelerating productivity growth and enhancing our prosperity.

However, success in attracting strategic, knowledge-intensive FDI will increasingly depend on our ability to create a more competitive investment climate than our key competitors, the United States and the European Union. Creating a competitive investment climate is a complex, demanding process. It encompasses the development of skilled human capital (education, workforce training and immigration policies), access to large and dynamic markets (liberalization of trade and investment policies and physical infrastructure renewal policies) and implementation of sophisticated framework policies that facilitate the efficient allocation of labour and capital resources. Our competitors are aggressively modernizing their policies to attract knowledge-intensive investment. Our challenge is to move quickly to get our domestic environment right. In the absence of a superior investment climate, the best-designed and best-resourced marketing and promotional programs will not be effective.

The following is a brief description of the department's priorities with respect to investment promotion. More details are provided in the section on accomplishments and performance.

- Strengthen partnerships and foster a coordinated approach to investment promotion among federal, provincial and territorial partners
- Support targeted business development programs that contribute to economic growth in communities
- Enhance the understanding of Canada's investment interests and improve the domestic investment climate
- Promote Canada as an attractive destination for foreign investment
- Increase attraction and retention of foreign investments in Canada

### Our Accomplishments and Performance

#### *Strengthen partnerships and foster a coordinated approach to investment promotion among federal, provincial and territorial partners*

- The mandate of the department is to act as a focal point for investment promotion, attraction and retention in the Government of Canada. This involves working closely with other federal departments that play a role in investment attraction, and coordinating the related efforts of all levels of government—municipal, provincial/territorial and federal. The department continues to cultivate partnerships to ensure the delivery of a seamless, consistent and fully coordinated approach that will appeal to foreign investors and lead to investment decisions that are favourable to Canada.
- Over the past several years, the department has built a strong working relationship with provincial partner-clients through one-on-one meetings and two federal-provincial-territorial meetings on investment promotion. These efforts have led to shared geographic and sectoral action plans, joint action on signature events and increased information sharing, resulting in an increasingly seamless investment attraction and retention program. Partners have clearly indicated that there is now greater coherence in the investment promotion process, and that federal partners are engaging the provinces more regularly in their attraction activities, such as lead generation, back-to-back foreign and domestic calls, investment aftercare and retention, and sharing of best practices.
- The department also took the lead in working with partners to develop a China Investment Strategy, resulting in the creation of a federal-provincial subcommittee to further develop a whole-of-government approach to investment promotion efforts for China.
- The department has developed an investment training program to increase the knowledge and skills of investment officers not only within the department but also with its provincial, territorial and municipal partners. In 2004-2005, the department delivered six training sessions to 137 participants, for a total of close to 400 training days. Sessions usually attract a mix of investment officers from different levels of government. This unique training program receives consistently high ratings from participants, who remark on the quality of the courses and the excellent networking opportunity provided. While the initiation course will still be offered during the current fiscal year, work is under way to meet participant demands for a more advanced course to address the needs of experienced officers.
- Investment promotion is a lengthy and complex process involving investment officers within the department, other government departments and regional agencies, as well as provinces, territories and major municipalities across Canada. The department took a lead role in developing and launching the Partnership Forum Web site to facilitate knowledge management and information sharing within the partnership. The site has enabled all investment promotion partners to share information and innovative approaches to investment attraction. More than 1,300 documents are posted on the site. A key to the success of this project has been the creation of working groups, around which information and innovative practices are shared. In a feedback exercise, provincial partners endorsed the site as an excellent resource with valuable information. However, the department is responding to client requests for technical improvements to make it easier to navigate the site.

*Support targeted business development programs that contribute to economic growth in communities*

- The department manages the Community Investment Support Program (CISP), which provides seed dollars in support of municipal efforts to develop and execute comprehensive investment attraction and retention strategies (see <http://www.CISP.gc.ca>). Launched in April 2004 as a successor to the seven-year-old PEMD-I program, this \$5 million per year program is a concrete example of the government's commitment to support municipalities' economic development efforts. Headquarters and regional staff deliver the program in full collaboration with provincial investment attraction partners through an adjudication process.
- Many current CISP projects are supporting multi-year investment strategies. In this reporting period, the program supported 130 communities in their investment attraction work. Building on lessons learned from previous initiatives, communities become increasingly professional and strategic in their approach, ensuring that initiatives are clearly targeted to specific sectors and markets, and that plans are more likely to lead to investments.
- For example, Brantford-Brant used \$22,500.00 in CISP funding in fiscal 2003-2004 to research the community's sectoral strengths, confirm existing sectoral strategies, and develop marketing strategies. Using the research results, the community was able to re-orient their investment attraction priorities, placing the food sector among their top sectors. At the time that the community was conducting CISP supported research; a significant investment opportunity was presented in the food sector (The Ferrero Group). The CISP funded research enabled the community to better respond to the inquiry which ultimately resulted in Brantford being chosen by the Ferrero Group as the location of its new North American production facility. This greenfield investment is valued at approximately \$150 million. The facility is 750,000 square feet in size and will initially employ over 600 people when production begins in the fall of 2006.
- In addition to the CISP successes that are already being reported by municipalities, the collaborative

delivery model ensures improved integration of the investment promotion effort across all levels of government.

*Enhance the understanding of Canada's investment interests and improve the domestic investment climate*

- The Commerce section of the IPS recognizes that our performance at home and our success abroad are linked. Foreign and domestic investors alike increasingly choose the most competitive locations for strategic investments. "Getting the domestic environment right" was identified as a necessary step to attracting, retaining and expanding strategic domestic and foreign investments that can improve Canada's international competitiveness and the prosperity of all Canadians.
- The External Advisory Committee on Smart Regulation report of September 2004 supported many of the submissions put forward by the department to modify regulatory policies and processes to accommodate the development of a more innovative and internationally competitive economy. The department worked closely with the Privy Council Office and other government departments to develop an implementation strategy, which was announced in March 2005 with the publication of Smart Regulation: Report on Actions and Plans. The November 2004 joint statement by Canada and the United States also identified the objectives of expanding economic opportunities and increasing the competitiveness of North American businesses through partnerships, consensus standards and "smarter" regulations that result in greater efficiency while enhancing the health and safety of citizens.
- Impediments reported by investors that could affect future expansions in Canada were brought to the attention of policy partners for consideration in broad-based policy reviews under way in the Government of Canada, in areas such as regulations and taxation levels. In several cases, impediments were resolved, allowing large investments to proceed.
- Over the past year, the department carried out a literature review of the importance of CDIA to the economy. The review analyzed recent trends

in CDIA and examined opportunities. The paper also reviewed public perceptions of investment abroad, companies' needs in this regard, and the current role and activities of federal institutions in support of CDIA. The paper presented five case studies of investments abroad carried out by Canadian-based multinational enterprises. This work helped raise the level of understanding and awareness about CDIA within the federal government and about the role that CDIA can play in increasing the competitive strengths of Canadian firms in global value chains. It also promoted greater collaboration between federal institutions on international commerce.

*Promote Canada as an attractive destination for investment*

- The department uses a research-intensive and consultative approach in delivering a marketing program intended to raise awareness of Canada as an investment location of choice in the global marketplace. Using findings from its previous research on what information investors most value, the department continues to provide investors with sector-focused information. Investors have also indicated that they want information conveyed to them by their peers rather than by public officials. In response, the department delivers its Business Leaders Program, harnessing the expertise of senior Canadian business people to increase the credibility of promotion efforts. Investment marketing products also target specific audience segments, using sector-specific publications (e.g. KPMG sector brochures) and events (e.g. BIO 2004).
- The department's research also clearly demonstrated the importance of a consistent, targeted and global message, delivered coherently by partners across all levels of government involved in investment attraction and retention. Building on solid partnership arrangements and a number of successful joint projects, the department has gained support from all partners to deliver a consistent national message for investment promotion. The fruits of this agreement should become more apparent in opinion research to be undertaken in 2006.

- Following a number of studies and an extensive feedback exercise with front-line investment officers, the department crystallized the investment message and developed market-based communications products. For example, communications messages aimed at U.S. investors address border and regulatory issues.
- The department's global e-marketing initiatives helped boost the number of visitors to the Invest in Canada Web site ([www.investincanada.gc.ca](http://www.investincanada.gc.ca)) to over 200,000 in 2004-2005. At the same time, research on the subjects of greatest interest to visitors has led to significant improvements to the site. A revamped version of the site will be launched in the summer of 2005.

*Increase attraction and retention of foreign investments in Canada*

- The department responded to close to 1,400 inquiries from potential investors with specific questions about Canada as an investment location. As many as 30 percent of all inquiries involved either the information and communications or the life sciences sector. Responses were provided within the five-day service standard 95 percent of the time. The department participated in an international benchmarking study that rated the investment inquiry services of 122 national investment promotion agencies from around the world. Canada was awarded a "world leading" rating in the handling of investment project inquiries, and came in third overall. Evaluators commented on the quality of the response to the inquiry, pointing to the good format and strong customization of the response, the relevance of the sector information included, and the personalized service provided.
- The Quick Response Mechanism is an interdepartmental protocol to develop information that rapidly responds to the concerns of potential investors. The mechanism connects trade officers at missions abroad and account executives at headquarters to a network of contacts in 19 policy and regulatory departments. These contacts help the department address concerns impeding the realization of an investment under active consideration. In 2004-2005, 18 situations were

addressed, touching on such issues as the processing of foreign staff transferring to Canada and the application of the Investment Tax Credit or the Scientific Research and Experimental Development Tax Credit program. Discussions are ongoing with the department's provincial partners to further develop intelligence on impediments, to identify provincial policies that impede investment, and to identify appropriate contacts at the provincial level to address detailed investment questions.

- The department promoted the development of value-added industries in priority sectors in Canada by organizing and contributing to a number of signature events in sectors such as information and communications technology and life sciences, two sectors that are critical to our most important investment market, the U.S. In the area of renewable energy, the department worked with several foreign firms looking to invest in wind energy, and supported a wind energy conference in Alberta. Other sectors identified as key to Canada's economic development where investment attraction activities were undertaken included the automotive, agri-food and aerospace industries. Signature events reached over 20,000 participants and over 10,000 firms.
- The department has developed a diagnostic tool that uses the latest financial reports to identify those corporations that are most likely to make a capital investment within the near term. The department's investment prospecting initiatives include generating ranked lists of publicly traded companies that demonstrate a high propensity to invest. As an additional service, the department also develops strategic company investment assessments, which are undertaken for a select few firms that pass stringent screening criteria. The department has an information system in place to track investment activities. Since the start of this initiative, in April 2003, the department has provided ranked company lists to 48 missions abroad, to divisions of Industry Canada and to several provinces to assist them in targeting their investment attraction activities. In a recent feedback exercise, provinces indicated that these ranked lists were valuable tools that facilitated market campaigns and provided investment officers with a great starting point for attracting prospective investors.
- Around 70 percent of FDI is derived from subsidiaries of foreign companies already resident in Canada. The department is working with partners to develop and implement a comprehensive approach involving personal visits by senior officials to these foreign subsidiaries to promote their expansion in Canada and to minimize the risk of disinvestment. As part of this approach, and in collaboration with missions abroad, the department and appropriate domestic partners visited over 100 subsidiaries in Canada to gain intelligence on their plans and to hear about the impediments to reinvestment they faced. In many cases, these visits formed the basis for tandem calls made by trade commissioners overseas to the parent company to encourage expansion of existing operations in Canada through plant modernization, new product mandates, and new facilities or increased R&D.
- In 2004-2005, the department coordinated roundtables between partners to discuss specific investment projects, participated in the organization of close to 20 incoming missions from firms exploring potential investment opportunities, and worked with other departments to prepare for investment missions and meetings undertaken by ministers, deputy ministers and other senior government officials in target markets.
- The department was actively engaged in offering strategic analysis and direction to potential investors identified as leads or prospects. Competitive intelligence and detailed pre-call briefs were provided in preparation for close to 200 calls on senior corporate officials identified as decision makers.
- Investment officers and senior officials of the department met with more than 500 potential investors around the world, providing data on Canada's industry clusters, sound business cases, and demonstrations of Canada's cost advantages using the KPMG Cost Competitiveness Study. In addition, the department facilitated contacts between provincial or municipal investment officers and many of the 300 companies that were identified as strong investment prospects.
- Working in partnership with other federal departments as well as provincial/territorial partners,

the department contributed to the attraction of 140 investments to Canada in 2004-2005. Partial information available on these successes indicates that for 50 of these investments, an average of \$55 million was invested, and that for 68 of them, an average of 109 jobs each were created.

## 2.1.4 Corporate Services

### Strategic Outcome

Delivery of cost-effective support services to enable achievement of departmental objectives.

### Our Resources

Financial		\$ millions
Planned spending at beginning of fiscal year <sup>5</sup>		25.6
Total spending authorities at end of fiscal year		27.8
Actual spending		10.6
Human Resources—full-time equivalents (FTEs)		492 FTEs

### How We Pursue Our Long-Term Outcome

Corporate services are essential to the department's operations and include human resources management and training, corporate finance and strategic planning, information management and technology, property and materiel management, legal services, the Office of Protocol (the government's first point of contact with the foreign diplomatic community in Canada), security, and audit and evaluation. Without these essential services, the department could not function.

As most corporate services for International Trade are shared with Foreign Affairs, the priorities and accomplishments described here apply to both components of the department unless otherwise indicated.

### Our Working Environment

In 2004-2005, the delivery of corporate services, including human resources, was influenced by the following developments:

- The rising number of interdepartmental—or horizontal—files handled by both components of the Department of Foreign Affairs and International Trade has increased the demand for corporate services. Horizontal files not only call for careful coordination and planning; they can also require strategic departmental resources from other activities.
- There continues to be growth in the number of federal government employees at missions abroad, many of them from other departments and agencies. This has led to additional requirements for physical space, communications capacity and other fundamental corporate services at missions abroad. At the same time, the department is handling more requests for services from the growing diplomatic community in Canada.
- Human resources management is being affected by broad societal trends in Canada, notably the demographic challenge of an aging workforce and the increased focus on balancing work and personal life, including managing two-career families.

The department remains committed to building a bilingual, culturally diverse and innovative workforce that more fully reflects Canadian society as a whole. At the same time, the department is working to create more productive and innovative relations with employee unions and associations.

Following is a brief description of the department's priorities with respect to corporate services. More details are provided in the section on accomplishments and performance.

### *Managing the transformation of the department as smoothly and effectively as possible*

- The department has embarked on a fundamental transformation agenda that will enable it to follow

5. For an explanation of the variance between planned and actual spending for the Corporate Services business line readers are encouraged to consult Financial Table 1: Comparison of Planned Spending to Actual Spending.

through with the government's vision for a 21st-century commerce department, fully able to coherently implement the Commerce Strategy embedded in the IPS.

- Corporate services were a focal point for the transformation, encompassing the development of a new organizational structure, policy planning and development, business planning, internal and external communications, and consultations.

#### *Ensuring a stable financial foundation*

- The department is refining and improving activity-based costing models.

#### *Measurable progress of leadership and human resources action plans*

- The department created and implemented a Web-based Manager's Corner, which provides tools that enable managers to do their jobs more effectively.
- The department designed, developed and implemented a new Performance Management Program (PMP) for all employees below the executive level.
- The department continued to align the human resources planning process with the business planning process, as required under the Public Service Modernization Act.
- The department began the conversion process to the new Foreign Service (FS) classification standard and four-level pay structure, with an effective date of July 1, 2005.
- The department implemented government-wide objectives related to human resources modernization, workforce diversity, official languages and learning. Moreover, the new departmental recruitment strategy contains provisions to address employment equity for designated groups through accelerated internal promotions.

#### *Continuing the Implementation of a Modern Management Action Plan*

- A prototype performance management tool known as "IBD Dashboard" was developed to marry financial and non-financial information.

#### *Modernization of human resources management*

- The department has begun to create a focal point for integrating the strategic policy, business planning, communications and consultations functions into a cohesive unit to reflect the continuum on which these functions reside in planning direction for the department.
- There was continued implementation of the Enhanced Support Model Abroad, which improves information management and technology support at missions.
- The department intensified collaboration with federal partners and ensured that the government's international activities were more integrated and strategic.

#### **Our Accomplishments and Performance**

##### *Managing the transformation of the department as smoothly and effectively as possible*

- The transformation necessitated a new organizational structure, policy planning and development, business planning, and internal and external communications and consultations. The transformation is significant, given the complexity of a department with operations in some 150 locations around the world. Work on the transformation will continue well into 2005-2006.
- A review of the department's resource base identified activities that could be reduced or eliminated to meet the Expenditure Review Committee targets set by Treasury Board. Consequently, the department's contributions to the WTO's Trade-Related Technical Assistance program were reduced by \$500,000. In addition, the Program for Export Market Development-Industry was eliminated, a \$4.5 million saving in 2004-2005 with additional savings of \$2.5 million to follow in 2005-2006 and 2005-2007 once

existing commitments have been terminated. Combined, these two reductions allowed the department to meet its target.

- The new organizational structure will allow the department to effectively carry out its revised mandate in accordance with the International Policy Statement. A new World Markets Branch (which awaits Treasury Board's final approval), will integrate all departmental activities undertaken at missions abroad. In addition, the Investment Promotion Branch was expanded to take in the S&T function. This reflects the impact that innovation arising from S&T can have on investment development, both inward and outward, as Canadian companies expand their product development, sourcing and other core activities in global markets. The new Strategic Policy, Communications and Corporate Planning Branch (which awaits Treasury Board's final approval) will integrate the department's strategic policy, business planning, communications and consultations functions into a cohesive unit.

#### *Ensuring a stable financial foundation*

- The department proactively disclosed all contracts with a value of more than \$10,000—as well as the travel and hospitality expenses of the Minister, his Parliamentary Secretary, and exempt staff and senior employees—on its Web site.
- The maintenance, refinement and improvement of activity-based costing models applied to resource planning ensured the efficient identification of resources transferred from the former Department of Foreign Affairs and International Trade.

#### *Continuing the implementation of a modern management action plan*

- A prototype performance management tool known as "IBD Dashboard" was developed based on commercial software to marry financial and non-financial information. Using a wide range of measurement metrics, the production version of this tool, which will be piloted in the International Business Development program, is planned for summer 2005 delivery. When it is fully operational, Dashboard will enhance the department's capacity

to analyze the cost-effectiveness of IBD operations in missions abroad. Once proven, it could be expanded to other areas of the department.

- The department introduced use of a leave liability report to help managers determine financial liabilities related to the management of leave.
- A separate section was created in the PeopleSoft human resources database to allow the separate management of International Trade employees.

#### *Modernization of human resources management*

- The department seeks to provide leadership at all levels to promote results, encourage innovation, support work-life balance, reward excellence and foster employee commitment. To contribute to this priority, and as identified in the *2004-2005 Report on Plans and Priorities*, the department undertook the following activities:
- Ensured that the Performance Management Agreements of executive-level staff are aligned more closely with the department's priorities to aid in the assessment of individual performance against departmental strategic objectives. This requirement has been communicated to members of the executive cadre and a monitoring and audit system has been developed to ensure compliance.
- Assisted managers with the creation and implementation of a Web-based Manager's Corner that provides them with human resources, financial and information technology tools, enabling them to do their jobs more effectively. This was implemented in April 2004.
- Designed, developed and implemented a new PMP, based on competencies and results, for all employees below the executive level. This new program will ensure that every employee has a performance plan that is linked to the department's priorities, as well as a clear understanding of how his or her work contributes to the department's mandate. To launch the multifaceted Web-based application, PMP Online, and ensure visibility of the new program and support from senior management, a dynamic communications strategy was developed and implemented in March 2005.

A new performance management policy and training program were also developed. During its first two months of operation, over 3,500 employees and managers used the system, close to 700 teams were set up, more than 500 employees started their employee preparations and over 800 reviews were identified as in progress. The department also trained over 2,500 managers and employees in Ottawa and overseas, with many more taking advantage of the on-line training the system provides. Eight other government departments have expressed interest in adopting this new performance management system. A full evaluation of the new program is slated for the spring of 2006.

- Improved and expanded the assignment processes in order to ensure a better succession planning strategy and to draw from a larger pool of talent and competencies, including non-rotational employees and candidates from other departments.
- Continued the alignment of the human resources planning process with the department's business planning process, as required under the Public Service Modernization Act. This will ensure that human resources planning is aligned to and fully incorporated into departmental plans and priorities (see [http://www.tbs-sct.gc.ca/est-pre/20052006/p3-1\\_e.asp#\\_TOC89219449](http://www.tbs-sct.gc.ca/est-pre/20052006/p3-1_e.asp#_TOC89219449)).
- To improve the management of all employees and create an aligned, seamless organizational structure, the department undertook the following activities:
- Improved the transparency and timeliness of the hiring, staffing assignment and recruitment processes. This has been achieved through the creation of generic assessment tools, generic job descriptions and competency profiles for key occupational groups: the FS, Commerce (CO), and Economic, Sociology and Statistics (ES) groups. A competency-based behavioural interview guide has also been prepared to assist managers in the staffing process. Work continues with regard to the development of pools of pre-qualified candidates for the CO and ES occupational groups, similar to the FS pool, and to develop procedures to manage and simplify lateral movement between these pools. The heads of

mission selection process has also been expanded this year to include nominees from other government departments. The department has further improved the transparency of the assignment process through the creation of corporate boards, providing key corporate oversight and ensuring that candidates now receive feedback on their job applications for specific assignments.

- Following the signature, on June 7, 2005, of the new FS collective agreement, the department has begun the process of converting to the new FS classification standard and four-level pay structure, with an effective date of July 1, 2005. The new classification standard increases the number of levels within the FS group from two to four to more fully reflect different degrees of responsibility, skill and performance. An Advance Personal Notification provided employees with information on the classification of all positions in the new structure prior to the conversion. Features of the new classification standard and its impact on affected employees were communicated widely through small group information sessions led by management facilitators. Approximately 25 sessions were held in January 2005. In addition, useful information for employees, such as frequently asked questions, was posted on the department's intranet site. The new FS agreement and four-level structure will bring about a significant change to the management of the FS group and is a key component of the Government of Canada's overall strategy to modernize and revitalize the Canadian Foreign Service.
- To ensure that it has a highly skilled and committed workforce with the right people in the right places at the right time, the department undertook the following activities:
- Developed competency profiles for CO, ES, Executive (EX) and most Heads of Missions (HOM) and Management and Consular Officers (MCO) positions.
- A new on-line course ("A Year in the Life of a Director"), which focuses on the basics of financial and human resources management, was delivered to newly appointed managers and a curriculum for

newly recruited administrative assistants was piloted and completed. Furthermore, employees continued to successfully complete official languages training to targeted levels in a fraction of the time normally allocated, and there was a twofold increase in the number of individuals completing foreign language training to target proficiency, increasing their effectiveness at missions abroad.

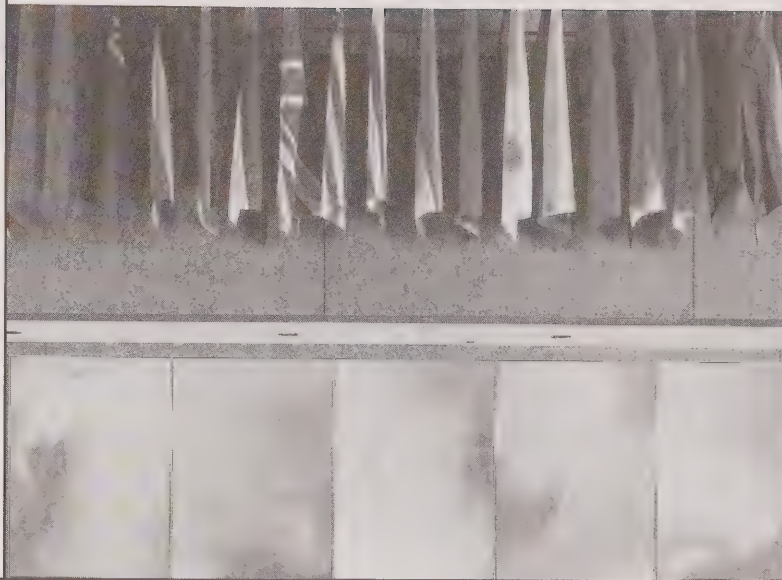
- Reviewed the basic framework for establishing the terms and conditions of employment for locally engaged staff at missions in order to harmonize the framework with the intent and principles of the Public Service Modernization Act. Work is under way, following widespread consultations and employee surveys, to have a new set of regulations approved and a training program developed for managers abroad.
- Continued to improve working and living conditions for employees posted at locations abroad where infrastructure does not meet Canadian standards. Based on the recent experiences of mission staff, a strategy was developed to address financial issues, housing, education, and assistance for spouses and child care, as well as additional support for those in missions subject to difficult situations such as emergency evacuations. Work is now under way with Treasury Board and bargaining agents to address many of these issues. Following a review of the cost-of-living measures, the department reduced accommodation costs for over 95 percent of Canadian staff at missions abroad. To address high vacancy levels in the new U.S. missions, special measures are being taken to ensure that benefits reflect the real cost of living in the United States.
- Successfully implemented initiatives to recognize, value and learn from the experience of personnel returning from postings. A survey was sent to all returning personnel to identify critical issues, and a welcome-back reception was held for returnees and spouses from Foreign Affairs and International Trade, the CIDA, and Citizenship and Immigration Canada. A one-day "Learning from Experience" seminar was also held for those returning from Latin America.
- Continued implementation of the Enhanced Support Model Abroad, to improve information management and technology support at missions. The IMT Learning Portal, which provides mission staff with the same access to training available in Ottawa, has been developed and marketed through learning drives at missions.
- To provide a supportive, high-performing workplace that enables employees to perform to the best of their ability, the department has undertaken the following activities:
  - Implemented government-wide objectives related to human resources modernization, workforce diversity, official languages and learning. Accomplishments in these areas include the development of a Values and Ethics Roadmap, as well as the implementation of a training program on bias-free recruitment and diversity. The department has also developed and implemented an official languages training strategy, and every mission now has a clearly identified officer responsible for official languages, who has been trained to support official languages policy and requirements. Moreover, the new departmental recruitment strategy contains provisions to address employment equity for designated groups through accelerated internal promotions, and the 2005 recruitment campaign has been designed to specifically address the need for increased representation of designated employment equity groups in certain occupational groups, particularly the EX group.
  - Successfully managed the Public Service Alliance of Canada strike in October 2004 in a relatively good climate.
  - In keeping with the new Public Service Modernization Act, the department undertook to develop a quicker informal dispute resolution means and to implement the model for labour-management relations. Accomplishments include the creation of a new Labour-Management Committee and the implementation of alternative dispute resolution mechanisms.

The following is an important accomplishment that deserves mention despite the fact that it does not fit under established priorities:

- The temporary assignment of a trade development officer in the area affected by the Indian Ocean tsunami facilitated the identification of emergency supply requirements available from Canadian manufacturers. In addition, the department set up an interdepartmental working group (including a dedicated Web site) to develop a trade mission to provide building materials and housing as part of relief and rebuilding efforts.



# Supplementary Information



## Section 3

### 3.1 Organizational Information

The Minister for International Trade is the Honourable James Scott Peterson, PC, MP. His responsibilities include trade and investment policy and promotion, and international S&T. He is assisted by Mark Eyking, MP, Parliamentary Secretary (Emerging Markets).

The Minister for International Trade fulfills his responsibilities through a range of activities, including:

- development of trade and economic policy;
- active engagement with provincial, territorial, business and society stakeholders to facilitate, stimulate and sustain Canadians' involvement in developing and implementing Canada's trade agenda;
- management of bilateral, regional and multilateral trade relations;
- leadership of the Government of Canada's international business development and investment-related initiatives;
- promotion of S&T flows with foreign countries and companies;
- management and administration of the Export and Import Permits Act; and
- provision of financing for export transactions.

The Minister for International Trade is supported by the Deputy Minister, five Assistant Deputy Ministers, and two Associate Assistant Deputy Ministers. Four Assistant Deputy Ministers develop policies and initiatives to achieve the global objectives of the department's four main branches: trade policy, international business development, investment partnerships and world markets. The World Markets Branch integrates Canada's trade resources abroad and provides country and regional analyses to inform the work of the three other branches. The fifth Assistant Deputy Minister is responsible for strategic policy, communications and corporate planning. It should be noted that the World Markets Branch and the Strategic Policy, Communications and Corporate Planning Branch are still awaiting Treasury Board approval; this description therefore represents our planned organizational structure.

The Assistant Deputy Ministers are responsible for the main program activity areas. Accountability below the Assistant Deputy Minister level is governed by the department's Program Activity Architecture. The

Directors General are responsible for the management and performance of sub-activities. The Directors General are supported by Directors, who are accountable for individual programs.

The department is made up of the following components:

- the Trade Policy Branch;
- the Trade Law Bureau;
- the Business Development Branch (including 12 Regional Offices across Canada);
- the World Markets Branch (pending Treasury Board approval);
- the Investment, Science and Technology Branch; and
- the Strategic Policy, Communications and Corporate Planning Branch (pending Treasury Board approval).

### 3.1.1 Governance of Our Business Planning

At the corporate level, the business planning process is led by the Executive Committee which is chaired by the Deputy Minister. Usually initiated by an executive-level retreat in early fall, a clear set of strategic objectives and priorities is agreed to and these are articulated in a set of instructions to all members of departmental management. Direct input is sought from program managers at trade offices abroad to ensure that their goals are aligned to the priorities of the department and of the Government of Canada. To inform decision making and resource allocation, program managers prepare an annual business plan that identifies resource use, the economic context within their respective area of responsibility, major activities planned and expected results. These plans form the basis of a dialogue with partner departments on policy priorities and resource requirements. After the appropriate discussions, the information is fed into our planning processes and used to inform our Report on Plans and Priorities and Departmental Performance Report. In 2005-2006 we will examine

our business planning processes with a view to continually improving our focus on the results achieved (outcomes), not just our activities (outputs).

### 3.1.2 The Office of the Inspector General

To ensure that all our programs are soundly managed, the Office of the Inspector General conducts periodic program audits. These audits provide objective information with which to assess the robustness of our management and control framework. The Evaluation Division of the department provides evidence-based information on the extent to which programs are achieving their stated results. The division also works with managers to develop results-based management and accountability frameworks for a number of program areas. These frameworks help managers track and monitor progress over the life cycles of their programs.

Senior management is kept abreast of all significant emerging issues through the Audit and Evaluation Committee. The committee reviews and approves the annual audit and evaluation plan, directs the Office of the Inspector General to conduct reviews, and hears and discusses the results of recent audit and evaluation reports. The committee is chaired in rotation by the Deputy Minister and all Assistant Deputy Ministers. Outside observers (such as representatives of the Treasury Board Secretariat) are invited to meetings of the committee.

### 3.1.3 Portfolio Management

The department's portfolio includes three external organizations that report to the Minister for International Trade, but with which an arms-length relationship exists as they are outside the department's direct governance structure. The existence of a reporting relationship enables the department to better understand how these organizations contribute to the broad policy goals of the Government of Canada. Each organization produces its own annual plans and reports its performance through an annual report. Information on specific commitments and results is available on their Web sites, listed in Section 4.1 of this report.

The following three organizations report to the Minister for International Trade:

- Export Development Canada, a Parent Crown Corporation under Schedule III of the Financial Administration Act. It is a financial institution that provides trade-related financial and insurance services to Canadian exporters and investors. Its services include the use of the Canada Account, authorized by the Minister for International Trade, which is used to support external transactions that the corporation is unable to support. The Canada Account is included in our Program Activity Architecture.
- Canadian Commercial Corporation, a Parent Crown Corporation under Schedule III of the Financial Administration Act. It is an export sales agency that works to expand Canada's international trade
- North American Free Trade Agreement Secretariat (Canadian Section), an agency of the Government of Canada under Schedule 1.1 of the Financial Administration Act. The secretariat helps to administer NAFTA dispute settlement provisions.

## Department of Foreign Affairs and International Trade (*International Trade*)

### Organizational Chart



ADM = Assistant Deputy Minister

\* pending TB approval

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## 3.2 Financial Information

Table 1: Comparison of Planned Spending to Actual Spending (incl. FTEs) (\$ millions)

	Actual 2002 - 2003	Actual 2003 - 2004	2004 - 2005			
			Main Estimates	Planned Spending	Total Authorities	Actual
Business Lines						
International Business Development	0.0	92.5	92.4	92.4	91.9	85.9
Trade Policy*	0.0	58.3	44.7	44.7	108.8	104.8
Investment Promotion	0.0	5.8	5.7	5.7	6.1	7.5
Corporate Services**	0.0	23.0	25.6	25.6	27.8	10.6
Total	0.0	179.6	168.4	168.4	234.6	208.8
Total	0.0	179.6	168.4	168.4	234.6	208.8
Less: Non-Respendable revenue	0.0	19.2	26.3	26.3	19.2	23.5
Plus: Cost of services received without charge*	0.0	8.0	13.3	13.3	13.3	8.8
Net cost of Department	0.0	168.4	155.4	155.4	228.7	194.1
Full Time Equivalents	N/A	1,210.0		1,259.0		1,316.0

**Explanatory Notes:**

\* The variance between Main Estimates and Total Authorities is largely attributable to supplementary estimates, the bulk of which represent remittances to provincial governments under the 1996-2001 Canada-U.S. Softwood Lumber Agreement, as well as for an adjustment to cover contributions under the WTO Trade Research and Technical Assistance Program.

The Trade Policy business line in this table incorporates the Trade Law Bureau.

\*\* The Corporate Services business line in this table incorporates the Offices of the Minister and Deputy Minister for International Trade.

The difference between planned and actual spending for the Corporate Services business line is related to the allocation of shared services between the Foreign Affairs and International Trade components of the department.

\* Services received without charge usually include accommodation provided by PWGSC, the employer's share of employees' insurance premiums, and expenditures paid by TBS (excluding revolving funds), Workers' Compensation coverage provided by Social Development Canada, and services received from the Department of Justice Canada (see Table 4).

As previously noted, the Department of Foreign Affairs and International Trade (*International Trade*) was established as a separate department effective December 12, 2003. Therefore, as Department of Foreign Affairs and International Trade (*International Trade*) did not exist at the time the 2002-2003 Public Accounts were completed, no amounts are shown under Actual Spending 2002-2003 section of this table.

Table 2: Use of Resources by Business Lines (\$ millions)

2004 - 2005								
Business Lines	Budgetary						Plus: Non-Budgetary	Total
	Operating	Capital	Grants and Contributions	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures	Loans, Investments and Advancements	
International Business Development								
Main Estimates	78.7	0.0	16.7	95.4	3.1	92.4	0.0	92.4
Planned Spending	77.9	0.8	16.7	95.4	3.1	92.4	0.0	92.4
Total Authorities	83.2	0.0	11.8	95.0	3.1	91.9	0.0	91.9
Actual Spending	76.1	0.0	10.9	87.0	1.2	85.9	0.0	85.9
Trade Policy								
Main Estimates	44.2	0.0	0.5	44.7	0.0	44.7	0.0	44.7
Planned Spending	43.7	0.5	0.5	44.7	0.0	44.7	0.0	44.7
Total Authorities	58.8	0.0	50.0	108.8	0.0	108.8	0.0	108.8
Actual Spending	54.8	0.0	50.0	104.8	-	104.8	0.0	104.8
Investment Promotion								
Main Estimates	5.7	0.0	0.0	5.7	0.0	5.7	0.0	5.7
Planned Spending	5.7	0.0	0.0	5.7	0.0	5.7	0.0	5.7
Total Authorities	6.1	0.0	0.0	6.1	0.0	6.1	0.0	6.1
Actual Spending	7.5	0.0	0.0	7.5	0.0	7.5	0.0	7.5
Corporate Services								
Main Estimates	25.6	0.0	0.0	25.6	0.0	25.6	0.0	25.6
Planned Spending	25.6	0.0	0.0	25.6	0.0	25.6	0.0	25.6
Total Authorities	27.8	0.0	0.0	27.8	0.0	27.8	0.0	27.8
Actual Spending	10.6	0.0	0.0	10.6	0.0	10.6	0.0	10.6

Due to rounding figures may not add to total shown.

Table 3: Voted and Statutory Items (\$ millions)

Vote (V) or Statutory (S) Item	Truncated Vote or Statutory wording	2004 - 2005			
		Main Estimates	Planned Spending	Total Authorities	Actual
1	Operating expenditures	133.0	149.9	157.9	133.0
5	Capital expenditures	0.0	1.3	0.0	0.0
10	Grants and Contributions	17.2	17.2	61.7	60.8
(S)	Minister for International Trade – Salary and motor car allowance	0.1	0.0	0.1	0.1
(S)	Payment under the Diplomatic Service (Special) Superannuation Act	0.0	0.0	0.0	0.0
(S)	Contributions to employee benefits plans	18.1	0.0	14.5	14.5
(S)	Passport Revolving Fund	0.0	0.0	0.0	0.0
(S)	Refund of amounts credited to revenue in previous years	0.0	0.0	0.4	0.4
(S)	Collection agency fees	0.0	0.0	0.0	0.0
(S)	Spending of proceeds from disposal of surplus Crown assets	0.0	0.0	0.0	0.0
(S)	Loss on foreign exchange	0.0	0.0	0.0	0.0
<b>Total</b>		<b>168.4</b>	<b>168.4</b>	<b>234.6</b>	<b>208.8</b>

Table 4: Net Cost of Department (\$ millions)

	2004 - 2005
Total Actual Spending	208.8
<i>Plus: Services received without charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	3.4
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	5.2
Workers' compensation coverage provided by Social Development Canada	0.1
Salary and Associated expenditures of legal services provided by Justice Canada	0.1
	8.8
Less: Non-respendable Revenue	23.5
<b>2004 - 2005 Net cost of Department</b>	<b>194.1</b>

Table 5: Contingent Liabilities

Contingent Liabilities	March 31, 2004	March 31, 2005
<i>Claims, Pending and Threatened Litigation</i>	340.9	0.0
<b>Total</b>	<b>340.9</b>	<b>0.0</b>

**Explanatory Notes:**

As of March 31, 2005, there were no contingent liabilities estimated as outstanding against the Department of Foreign Affairs and International Trade (*International Trade*).

Table 6: Sources of Respendable and Non-Respendable Revenue (\$ millions)

**Respendable Revenue**

Business Lines	Actual 2002 - 2003	Actual 2003 - 2004	2004 - 2005			
			Main Estimates	Planned Spending	Total Authorities	Actual
International Business Development						
Trade fairs and trade / investment technology missions	0.0	1.1	3.1	3.1	3.1	1.2
Trade Policy	0.0	0.0	0.0	0.0	0.0	0.0
Investment Promotion						
International Youth Exchange	0.0	0.0	0.0	0.0	0.0	0.0
Corporate Services						
Telecommunication services	0.0	0.0	0.0	0.0	0.0	0.0
Training services	0.0	0.0	0.0	0.0	0.0	0.0
Real property services abroad	0.0	0.0	0.0	0.0	0.0	0.0
Total Respendable Revenue	0.0	1.1	3.1	3.1	3.1	1.2

**Non-Respendable Revenue**

International Business Development						
Contributions repaid under the Program for Export Market Development	0.0	2.9	2.5	2.5	2.9	2.4
Adjustment to Previous Year's Expenditures	0.0	0.0	0.0	0.0	0.0	0.1
Trade Policy						
Softwood lumber permit fees	0.0	0.0	0.0	0.0	0.0	0.0
Import and export permit fees	0.0	16.3	17.0	0.0	16.3	18.6
Adjustment to Previous Year's Expenditures	0.0	0.0	0.0	0.0	0.0	2.3
Investment Promotion						
Adjustment to Previous Year's Expenditures	0.0	0.0	0.0	0.0	0.0	0.0
Corporate Services						
Employee rental shares and transportation	0.0	0.0	5.8	5.8	0.0	0.0
Sales of properties and other assets	0.0	0.0	0.0	0.0	0.0	0.0
Adjustment to Previous Year's Expenditures	0.0	0.0	1.0	1.0	0.0	0.0
Services provided to the Passport Office	0.0	0.0	0.0	0.0	0.0	0.0
Gain on foreign exchange	0.0	0.0	0.0	0.0	0.0	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0
Total Non-Respendable Revenue	0.0	19.2	26.3	26.3	19.2	23.5

Due to rounding figures may not add to total shown.

Table 7: Resource Requirements by Branch (\$ millions)

Branch	International Business Development	Trade Policy	Investment Promotion	Corporate Services
<b>Minister and Deputy Minister Office</b>				
Main Estimates				3,989.0
Planned Spending				3,989.0
<i>Total Authorities</i>				4,854.8
Actual Spending				2,997.6
<b>Legal Affairs</b>				
Main Estimates		2,621.3		
Planned Spending		2,621.3		
<i>Total Authorities</i>		2,615.3		
Actual Spending		2,225.6		
<b>Trade and Economic Policy</b>				
Main Estimates		42,058.7		
Planned Spending		42,058.7		
<i>Total Authorities</i>		106,175.0		
Actual Spending		102,575.0		
<b>International Business Development</b>				
Main Estimates	92,398.0			
Planned Spending	92,398.0			
<i>Total Authorities</i>	91,886.5			
Actual Spending	85,886.1			
<b>Investment Partnerships</b>				
Main Estimates			5,709.0	
Planned Spending			5,709.0	
<i>Total Authorities</i>			6,062.2	
Actual Spending			7,516.4	
<b>Corporate Services</b>				
Main Estimates				21,600.0
Planned Spending				21,600.0
<i>Total Authorities</i>				22,918.0
Actual Spending				7,626.1

Table 8A: User Fees Act

**User Fee: Access to Information and Privacy Act**

Fees charged for the processing of access requests filed under the Access to Information Act

**Fee Type:** Other

**Fee-setting Authority:** Access to Information Act

**Date Last Modified:** 1992

2004 - 2005			Planning Years		
Forecast Revenue (\$000)	Actual Revenue (\$000)	Full Cost (\$000)	Fiscal Year	Forecast Revenue (\$000)	Estimated Full Cost (\$000)
			2005-2006	2.0	222.0
2.0	0.8	96.0	2006-2007	2.0	256.0
			2007-2008	2.0	249.0
<b>Total</b>	<b>2.0</b>	<b>0.8</b>	<b>Total</b>	<b>6.0</b>	<b>727.0</b>

**2004-2005 Performance Standard:** The framework is under development by TBS. For more information, see <http://lois.justice.gc.ca/en/a-1/8.html>.

**2004-2005 Performance Results:** Statutory deadlines met 65 percent of the time.

**Other Information:**

It is the department's practice to waive fees where the total owing per request amounts to less than \$25. There was a significant increase in the number of times fees were waived in 2004-2005 due to the department's failed performance in responding to applicants within the legislative timeframes.

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**User Fee: Import / Export Permit Fees**

<b>Fee Type:</b>	Regulatory Service
<b>Fee-setting Authority:</b>	Export and Import Permits Act
<b>Date Last Modified:</b>	May 16, 1995

2004 - 2005			Planning Years		
Forecast Revenue (\$000)	Actual Revenue (\$000)	Full Cost (\$000)	Fiscal Year	Forecast Revenue (\$000)	Estimated Full Cost (\$000)
17,000.0	18,534.0	8,790.0	2005-2006	6,900.0	8,969.0
			2006-2007	7,000.0	8,900.0
			2007-2008	7,100.0	8,900.0
<b>Total</b>	<b>17,000.0</b>	<b>18,534.0</b>	<b>Total</b>	<b>21,000.0</b>	<b>26,769.0</b>

**2004-2005 Performance Standard:** Performance standards are available at <http://www.international.gc.ca/eicb/ServiceGoals-en.asp>.

**2004-2005 Performance Results:** A total of 1,060,940 import and export permits were issued during 2004-2005. This amount consists of 964,055 import permits and 96,885 export permits or certificates. Detailed information is published yearly in the Export and Import Permits Act Annual Report to Parliament.

**Other Information:** The issuance of import / export permits is fundamental to the control of the export and import of goods identified under the Export and Import Permits Act. Export permits cost \$9 each if issued by a broker and \$14 if issued by the department. Import permit fees vary depending on the value of the goods shipped. The revenue collected for import and export permits is non-respendable and credited directly to the Consolidated Revenue Fund.

**User Fee: Trade Fairs and Missions**

The department organizes Canadian business participation in trade shows and trade missions to assist them in penetrating foreign markets in specific priority sectors identified by Canadian missions around the world. Support for trade fair participation includes turnkey booths, and trade mission support includes transportation, translation, room rentals, hospitality events, etc. The costs of many of these are recovered from participants in the form of participation fees.

<b>Fee Type:</b>	Other Products and Services (O), Cost Recovery
<b>Fee-setting Authority:</b>	TB Net Voting Authority—Trade Fairs and Missions
<b>Date Last Modified:</b>	Date introduced: March 21, 1996

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## Supplementary Information

2004 - 2005			Planning Years		
Forecast Revenue (\$000)	Actual Revenue (\$000)	Full Cost (\$000)	Fiscal Year	Forecast Revenue (\$000)	Estimated Full Cost (\$000)
1,000.0	1,140.0 <sup>1</sup>	1,138.0 <sup>2</sup>	2005-2006	950.0	950.0
			2006-2007	950.0	950.0
			2007-2008	900.0	900.0
<b>Total</b>	<b>1,000.0</b>	<b>1,140.0</b>	<b>Total</b>	<b>2,800.0</b>	<b>2,800.0</b>

**2004-2005 Performance Standard:** The performance standard is driven by the departmental key results related to IBD and the departmental strategic priorities.

**For business clients:**

1. Expand and/or acquire network of new key local contacts
2. Better market intelligence
3. Build greater awareness of new opportunities in the local market
4. Active pursuit of business, investment or S&T leads
5. Expand and/or diversify products and services in the foreign markets

**For foreign contacts:**

6. Increase awareness and knowledge of the business environment and opportunities

**2004-2005 Performance Results:** In 2004-2005, more than 1,700 initiatives were undertaken at missions under the Client Service Fund (CSF) program. Approximately 700 involved coordination and/or participation at trade fairs.

**For the business clients involved:**

- 52 percent have "greatly" or "considerably" expanded their network of new key local contacts.
- 68 percent were provided with better market intelligence on local market leads relating to export development investment and S&T.
- 51 percent have built greater awareness of new opportunities in the local market.

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**2004-2005 Performance Results:**

- 64 percent have begun pursuing new opportunities.
- 69 percent have expanded or diversified their products and services in the target market.

**For the foreign contacts involved:**

- 69 percent have increased awareness and knowledge of the business environment and opportunities in Canada.

**Other Information:** The cost-sharing of CSF initiatives was funded by the cost-recovery fees paid to missions, leveraged funds, CSF program funds and/or funds received from partner clients.

**Achievement of Results:** The achievement of results is driven by the departmental key results related to IBD and departmental strategic priorities:

- Provide effective delivery of IBD services through improvement in the quality, speed and consistency of services to Canadian business clients, expansion in range of services provided to existing clients, enhancement of relationship with local contacts, and better integration of activities with Canadian partners in priority sectors.
- Provide better market intelligence including business leads relating to export development, investment, and S&T, intelligence on the local market including barriers, regulations, emerging trends and upcoming events.
- Build greater awareness of opportunities in the local market by expanding the number of viable local contacts, increasing the number of export development, investment, and S&T leads in existing market(s), increasing technology partnerships and improving investment attraction, retention and reinvestment.
- Increase the visibility of Canadian products and services by developing and increasing awareness and interest among local contacts of Canadian capabilities, technologies and processes, education, arts and cultural industries.
- Expand the base of Canadian businesses active in world markets by developing awareness and interest among Canadian clients in the local market, increasing the number of export-ready Canadian clients active in the local market, expanding the scope of client services to include investment and S&T, broadening exports and the export base with increased emphasis on services and technology, and increasing collaborative work with partner-clients to achieve results for business clients.

**Note:**

1. Collected by missions in connection to Client Service Fund (CSF) initiatives.
2. Incurred from revenues collected by missions in connection to CSF initiatives.

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## Table 8B: Policy on Service Standards for External Fees

**External Fee: Fees charged for the processing of access requests filed under the Access to Information Act**

**Service Standard<sup>1</sup>:** The framework is under development by TBS. For more information, see <http://laws.justice.gc.ca/en/A-1/index.html>.

**Performance Result<sup>1</sup>:** Statutory deadlines met 65 percent of the time.

**Stakeholder Consultation:** The service standard is established by the Access to Information Act and the Access to Information Regulations. Consultations with stakeholders were undertaken for amendments done in 1986 and 1992.

**Other Information:** Three delay complaints were filed with the Office of the Information Commissioner. All were resolved to the satisfaction of the Information Commissioner.

It is the department's practice to waive fees where the total owing per request amounts to less than \$25. There was a significant increase in the number of times fees were waived in 2004-2005 due to the department's failed performance in responding to applicants within the legislative timeframes.

**External Fee: Import/Export Permit Fees**

**Service Standard<sup>1</sup>:** Deliver non-routed permits within 15 minutes of the time of application if there is no problem with the application: 10 minutes for processing and 5 minutes to transfer import permits to the ACROSS system used by the Canada Customs and Revenue Agency. The response messages will be transmitted to the originator as soon as they are available. The overall turnaround time will be dependant on the frequency with which the client will sign-on and receive responses.

Process routine permit applications submitted by fax, mail or courier within two business days of receipt.

Process within four business hours import and export permit applications that are automatically redirected (routed) to the bureau's officers or that have been flagged for an officer's review by the applicant when no additional information or documentation is required.

Review promptly import and export permit applications that cannot be completed electronically and advise applicants of any necessary supporting documentation or additional information within four hours, and endeavour to resolve any outstanding issues as expeditiously as possible.

For strategic goods, complete the processing of applications for permits to export controlled strategic goods from eligible exporters, who have provided all required supporting documentation, within five working days, where consultation outside the Export and Import Controls Bureau is not required; and within 30 days where consultation is required.

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**Performance Result:** Deliver non-routed permits within 15 minutes of the time of application standard met over 95% of the time

Process routine permits within two business days of receipt met 95% of the time.

Process routed permits within four business hours met 90% of the time.

Review standard met 90% of the time.

Processing standards met 85% of the time.

**Stakeholder Consultation:** Nil

**Other Information:** Nil

**Note:**

1. As established pursuant to the Policy on Service Standards for External Fees:

- Service standards may not have received parliamentary review.
- Service standards may not respect all performance standard establishment requirements under the UFA (e.g. international comparison, independent complaint address).
- Performance results are not legally subject to UFA Section 5.1 regarding fee reductions for failed performance.

Table 9: Details on Project Spending (\$ millions)

Business Line	2002 - 2003		2003 - 2004		2004 - 2005		
	Current Estimated Total Cost	Actual Spending (\$)	Actual Spending (\$)	Main Estimates (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual (\$)
International Business Development							
Virtual Trade Commissioner Part II	16.5	N/A	4.5	4.0	7.3	7.5	7.5

Table 10: Details of Transfer Payments Programs (TPPs)

**Name of Transfer Payment Program: Export Market Development****Start Date:** April 1971**End Date:** N/A**Total Funding:** N/A**Purpose of Transfer Payment Program:** To increase Canadian prosperity and competitiveness in the international marketplace.**Objective, expected result and outcome:** To increase export sales of Canadian goods and services by sharing the costs of activities that companies and associations normally could not or would not undertake alone, thereby reducing the risks involved in entering a foreign market.**Achieved results of progress made:** Over \$2.2 million was repaid under PEMD-Industry in 2004-2005. Based on these repayments, incremental sales of over \$56 million were attributable to the program. Such repayments are linked to PEMD-Industry activities that took place in previous fiscal years. Results reported under PEMD-Associations include increased sales of \$8 million and prospective future sales worth \$163 million. (Some associations reported increased sales in terms of volume or percentage, and therefore are not included in these figures. We must also note that companies do not always report results to their associations, so PEMD-Associations results are likely higher than those reported.) One association linked its PEMD-supported activities in the U.S. to an increase in exports valued at \$509 million in 2004.

Other results include certification of a Canadian manufacturing process in the U.S. and public endorsement of the U.S. Department of Energy and of two American associations; potential partnerships worth up to \$26 million; financing agreements; initiation of licensing negotiations; coverage of two Canadian industry sectors in specialized foreign magazines; MOUs; recruitment of new members interested in exporting; and exposure of new exporters to foreign markets.

	2002 - 2003		2003 - 2004		2004 - 2005	
	Actual Spending (\$)	Actual Spending (\$)	Planned Spending (\$)	Total Authorities (\$)	Actual Spending (\$)	Variances between Actual and Planned Spending (\$)

**Business Line:**

International Business Development	9,215,092.0	10,405,000.0	9,520,000.0	7,220,000.0	7,206,812.0	2,313,188.0
<b>Total Contributions</b>	9,215,092.0	10,405,000.0	9,520,000.0	7,220,000.0	7,206,812.0	2,313,188.0

PEMD-Industry was closed down in December 2004. No new applications had been approved since March 2004. Contracts are being honoured and the last claims will be paid on in March 2006. In 2004-2005, \$4.5 million was cut from the program.

**Significant Evaluation Findings and URL to last evaluation:** The last evaluation was done under the framework of the Treasury Board renewal of PEMD-Associations in March 2005. We are currently assessing the impact of the suggestions made in the evaluation. The management response should be published on the department's Web site by end of 2005.

Table 11: Response to Parliamentary Committees, Audits and Evaluations for 2004–2005

The following section provides a summary of activities undertaken by the Department of Foreign Affairs and International Trade (*International Trade*) to respond to those parliamentary committee reports that have partly or wholly affected the department.

#### Elements of an Emerging Markets Strategy for Canada

Adopted by the Committee on June 20, 2005 and presented to the House on June 22, 2005

Available at: <http://www.parl.gc.ca/committee/CommitteePublication.aspx?COM=9099&Lang=1&SourceId=123384>

The Government of Canada's Response to Elements of an Emerging Markets Strategy for Canada, the 15th Report of the Standing Committee on Foreign Affairs and International Trade:

Will be presented to the House in October 2005 and will be available at [http://www.parl.gc.ca/committee/CommitteeList.aspx?Lang=1&PARLSES=381&JNT=0&SELID=e24\\_&COM=8979](http://www.parl.gc.ca/committee/CommitteeList.aspx?Lang=1&PARLSES=381&JNT=0&SELID=e24_&COM=8979)

#### Dispute Settlement in the NAFTA: Fixing an Agreement under Siege

Adopted by the Committee on May 17, 2005 and presented to the House on May 18, 2005.

Available at <http://www.parl.gc.ca/committee/CommitteePublication.aspx?COM=8979&Lang=1&SourceId=116420>

The Government of Canada's Response to Dispute Settlement in the NAFTA: Fixing an Agreement under Siege, the Ninth Report of the Standing Committee on Foreign Affairs and International Trade:

Will be presented to the House in October 2005 and will be available at: [http://www.parl.gc.ca/committee/CommitteeList.aspx?Lang=1&PARLSES=381&JNT=0&SELID=e24\\_&COM=8979](http://www.parl.gc.ca/committee/CommitteeList.aspx?Lang=1&PARLSES=381&JNT=0&SELID=e24_&COM=8979)

#### Internal Audits of Evaluations

Audit reports posted on Web site during 2004-2005:

##### Audits:

##### Mission Audits:

Berlin  
Boston  
Chicago  
Detroit  
Lisbon

New Delhi  
New York  
Osaka  
Oslo

Paris  
The Hague  
Tokyo  
Tripoli

**Financial Assurance audits:**  
Management of Account Receivable

**General Headquarters audits:**  
Departmental Library Services;  
International Business Opportunities Centre;  
and North Asia and Pacific Bureau  
Information

**Management Audit:**  
DFAIT Connectivity to the Internet

##### Web link:

<http://www.dfait-maeci.gc.ca/department/auditreports/auditreports-en.asp>

Table 12: Sustainable Development Strategy (SDS)

**Key goals, objectives and/or long-term targets of the SDS:**

Agenda 2006: A Sustainable Development Strategy for the Department of Foreign Affairs and International Trade provides a framework for the sustainable development initiatives from 2004 to the end of 2006. The key goals in Agenda 2006 are to:

- ensure greater integration of sustainable development in departmental policies, programs and operations;
- ensure that Canada's commitment to sustainable development is evident in our bilateral, regional and multilateral relations;
- promote international security and respect for human rights, good governance and the rule of law as prerequisites for sustainable development; and
- implement the two departments' priority commitments related to the World Summit on Sustainable Development: Johannesburg 2002.

Agenda 2006 and the first annual report on progress in implementing it can be found at <http://www.dfait-maeci.gc.ca/sustainable/sd-dd/menu-en.asp>.

**How the key goals, objectives and/or long-term targets help achieve the department's strategic outcomes:**

The intent of the four goals reflects some of the key results anticipated in the department's 2004-2007 strategic objective, Understanding and Advancing Canada's Interests Internationally, which are:

- (i) enhancement of Canada's domestic agenda through the international arena, working with Canadian partners;
- (ii) strengthened multilateral rules-based institutions and policy coherence;
- (iii) effective advocacy of Canada's global and human security interests; and
- (iv) effective management of trade disputes.

That relevancy is further reflected in the 2004-2005 targets that support the Agenda 2006 goals, and the progress in achieving them.

**Our specific targets for the reporting period include:**

- To continue to address by January 2005 the outstanding issues in the WTO negotiations in order to improve developing-country engagement in the global economy. Progress: With respect to the mandated negotiations of the outstanding implementation issues (para. 12a), Canada continues to be actively engaged in these discussions.
- With respect to the remaining implementation issues (para. 12b), the Director General must, in accordance with the decision adopted by the WTO General Council on August 1, 2004, report to the General Council and the Trade Negotiations Committee no later than May 2005, with any appropriate action to be taken by the General Council no later than July 2005. The department also continues to be actively engaged in these discussions.
- To promote long-term capacity building and structural reform for developing countries to reap the long-term benefits that ambitious trade liberalization can generate. Progress: Canada's efforts have focused on promoting the mainstreaming of trade policy into the national development and poverty reduction strategies of developing countries through programs such as the Integrated Framework (IF) for Trade-Related Technical Assistance to Least-Developed Countries and on helping developing countries to fully and effectively participate in the global trading system through programs such as the Joint Integrated Technical Assistance Programme (JITAP), the Programme for building African Capacity for Trade (PACT) and the African Trade Policy Centre (ATPC):

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- Canada has devoted considerable effort to ensure the relevance and viability of the IF, providing both guidance and financial support to the process. Canada is among the top donors in terms of financial contributions to the IF. Canada recently committed \$950,000 to Window II of the IF Trust Fund, bringing its total contribution since 2001 to \$2.95 million.
- JITAP seeks to build and strengthen the capacity of selected African countries to integrate into the global trading system. Canada played an active part in the design of Phase II of JITAP, which recently expanded the program from 8 to 16 African countries. Canada is also among the top donors in terms of financial contributions to JITAP. Canada committed \$7 million over three years (2003-2006) to the JITAP Common Trust Fund under the Canada Fund for Africa.
- PACT seeks to improve the capacity of SMEs and their support institutions to do business internationally and promote their exports. PACT is a joint program of the department and the Trade Facilitation Office Canada. Canada committed \$8 million over five years (2002-2007) to PACT under the Canada Fund for Africa to ensure that PACT's objectives are met.
- The ATPC helps African countries to represent their interests in negotiating trade agreements, integrate trade into national economic policies, and promote trade within Africa and with the rest of the world. Housed in the UN Economic Commission for Africa in Addis Ababa, Ethiopia, the Centre provides research, training, information dissemination, and technical support and advice. Canada committed \$5 million over four years (2003-2007) to the ATPC.
- To improve departmental knowledge and skill in applying SD principles as a result of training and communications. Progress: The department organized a two-day SD training course with a focus on climate change and renewable energy for 35 trade officers from missions in the U.S., Latin America, the Caribbean and Europe who attended the GLOBE 2004 event in Vancouver. The material was also sent on CD to all officers at missions covering the environment sector.
- The Operations Division of the Trade Commissioner Service, responsible for delivering training to trade promotion staff in Canada and abroad, developed stand-alone training material designed to illustrate how the promotion of Corporate Social Responsibility should be integrated into the delivery of the six core services that are provided to Canadian companies operating abroad. CSR training has also been added to the basic mandatory course that all trade officers, both Canadian and locally recruited, attend at the beginning of their career in the TCS.

**Our progress to date:**

See "Progress" inserts in text above.

**Adjustments made:**

The reorganization within the department precluded the completion of a number of awareness, training and advocacy programs. They are scheduled for completion in 2005-2006.

Table 13: Procurement and Contracting

**Department of Foreign Affairs and International Trade (*International Trade*)**

**Points to address:** Role played by procurement and contracting in program delivery

**Organization's Input:** In relation to contracting for services, the Corporate Services Branch acts as the centre of expertise, both within Canada and abroad. The mandate is to:

- develop policy;
- provide advice; and
- monitor and report on contracting activities in accordance with trade agreements and government policy.

Where it is cost effective, procurement of goods is managed through centralized areas of expertise in Canada for informatics equipment and peripherals, security equipment and supplies, furniture and office supplies, and staff accommodation here and abroad. All adhere to the key principles of effective life-cycle materiel and asset management. Logistical support to headquarters, Regional Offices and missions abroad is also a key element in investment and procurement decisions. Missions continue to acquire certain goods where economies cannot be realized through a centralized approach.

**Points to address:** Overview of how the department manages its contracting function

**Organization's Input:** The department operates in a decentralized procurement environment at headquarters, regions and missions abroad.

The departmental automated contracting system:

- enables the monitoring and reporting of contracts;
- responds to the requirement of public disclosure on contracts over \$10,000; and
- facilitates the development of departmental and government-wide procurement strategies.

Contract Review Boards at headquarters and missions abroad scrutinize all contracts to heighten prudence and probity; and to ensure openness, transparency and equal treatment to vendors, while achieving best value and meeting operational requirements in the delivery of programs.

Efforts have continued to improve the departmental contract intranet site, which consists of a wide range of policy documents and links, reference guides, tools, templates and forms used by personnel in the preparation of solicitation documents and contracts.

Continual classroom and on-line training is delivered to departmental officials at headquarters and missions abroad.

**Points to address:** Overview of how the department manages its procurement function

**Organization's Input:** The department manages its procurement function by providing corporate leadership for the development of informatics systems and real property infrastructure and associated asset base. This includes departmental policies, processes, systems, service standards and quality controls governing the procurement of goods and life-cycle management of materiel/assets. As well, Corporate Services provides advice to personnel on the development of cost-effective approaches for the procurement of goods and services, thereby ensuring that program activities are achieved within established deadlines and budgets. The strategies used are clearly identified and aligned with federal government objectives.

A Materiel Management Committee consisting of members from each centre of expertise reviews procurement issues and designs broad strategies to ensure that procurement moves forward with new government priorities.

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**Points to address:** Progress and new initiatives enabling effective and efficient procurement practices

**Organization's Input:** Current practices aim to provide a sound management framework relating to service contracts and promote key principles of the modern comptrollership agenda.

Strengthened practices have been witnessed through the following initiatives:

- An automated contracting system was implemented worldwide in December 2004 to capture relevant information on all contracts over \$5,000.
- Training on contracting continues as a priority. Courses addressing various levels of knowledge have been developed and delivered, including via on-line delivery. Regional training to more than 40 missions abroad is planned during Fiscal Year 2005-2006.
- The use of MERX for competitively awarded contracts continues to rise, thereby reducing the dependency on traditional methods of competition. Standing offers for professional services have been established where this represents the most efficient way to meet operational requirements and achieve the best value to the Crown.
- Through participation in the government initiative *The Way Forward*, the department expects to continue to gain efficiencies, resulting in lower costs to support program requirements.
- For the delivery of international construction projects and procurement of professional services, the Bureau responsible created a Contract Advisory Service to provide advice and monitor contracts, and a Contractual Issues Committee to monitor and improve the Department's contracting practices for these types of services. The contracting process is supported by dedicated legal advisers and procurement specialists.
- For headquarters, the Automated Inventory Management system for office furniture and furnishings was successfully implemented in 2004-2005. As part of a financial and materiel management system, this provides an accurate inventory listing, which is critical to the success of accommodation projects and program operations. The efficiencies gained to integrate asset management with broader projects ensure the most cost-effective service.
- Numerous ongoing upgrades are being made to the Information Technology Asset Management System in order to meet the thrust for improved asset tracking and service management. Notably, reports to monitor discrepancies and the addition of spares to the network are regularly forwarded to mission IT professionals.
- Much work has been done in reviewing processes and entrenching good stewardship practices in daily operations. Concrete examples are the request for volume discount for PC's, which generated enormous savings, as did the consolidation of maintenance agreements and software requirements.

Table 14: Service Improvement Initiative (SII)

Since its inception, the Trade Commissioner Service Client Survey has become the key measure of client perceptions of, and satisfaction with, the services offered by the TCS. The 2004 version of the TCS Client Survey was the fourth time that the department has conducted these consultations with its clients. Past surveys—in 1998, 2000 and 2002—have consistently demonstrated that our clients are largely satisfied (approximately 80 percent satisfaction rate) with the types and level of service received, and this year's results are no exception. The 2004 survey looked beyond the question of client satisfaction as we set our sights on better understanding the needs and expectations of our clients.

**Among the highlights from the 2004 Client Survey:**

- Client satisfaction remains high and stable (overall score of 4.02 out of 5).
- Clients attributed a total of \$25 billion of their annual financial results to TCS services—an average of \$7.6 million per client.
- Clients value services that help them to establish connections in foreign markets; “actionable” market intelligence and business leads over information; and personalized service.
- Demand for service is growing, especially among SMEs.
- Services provided to large businesses result in greater overall financial gains; however, the TCS has a greater impact on the success of SMEs.
- Awareness and use of Regional Offices is high.
- Awareness of, and satisfaction, with the VTC is high.

While they validated our service offerings and gave high marks to our overall quality of service, our clients also told us where we need to improve. They want better intelligence, they want us to know them and their industry intimately, and they want us to be more creative and proactive. Clients also noted that our five-day service standard to respond to initial client requests is slipping, with four out of five clients saying they received an acknowledgment of receipt within the five-day standard, it is still an acceptable benchmark; however, there has been an across the board drop from 90 percent in our previous survey to 80 percent in 2004.

We are responding by developing new training and professional development initiatives such as the Global Learning Initiative 2, designed to improve competitive intelligence gathering, networking skills and strategic business planning. By leveraging new technologies, such as TRIO (our new electronic Client Relationship Management system), and improving the functionality and services of the VTC, we will get to know our clients better, while delivering more personalized and effective services. Through integration of the Regional Offices, we will also have better knowledge of our clients and their capabilities.

Table 15: Horizontal Initiatives

**Name of Horizontal Initiative:** Team Canada Inc (TCI)

**Name of lead departments:** Department of Foreign Affairs and International Trade (*International Trade*), Agriculture and Agri-Food Canada, Canadian Heritage, Industry Canada and Natural Resources Canada (executive members) plus 11 other federal departments and agencies

**Start date of the horizontal initiative:** 1997

**End date:** Ongoing

**Total funding:** The initiative had an annual budget of \$1.3 million. Federal partners (members) of TCI contribute \$50,000 each per year, with the aforementioned executive members contributing \$150,000 each. Other partners contribute a range of products and services that address the various needs of Canadian exporters.

**Description of the initiative:** Team Canada Inc is a network of 16 federal departments and agencies working with the provinces and territories and other partners to help Canadian businesses succeed in world markets. TCI's purpose is to provide the Canadian business community with single-window access to fully integrated Government of Canada services with a view to enhancing exporter capability and preparedness in international market development.

Government of Canada priorities that are addressed by TCI include:

- o Raising the stature of Canada in the world
- o Assisting Canada's progress as a knowledge economy in a global context
- o Cooperating with other levels of government
- o Improving the competitiveness and productivity of Canadian business
- o Supporting the growth of Aboriginal businesses

**Shared outcomes:** According to the Common Performance Measurement Framework developed by TCI, common or shared outcomes are as follows:

**Immediate outcomes:**

- o Client satisfaction maintained or improved
- o Increased engagement of target groups with TCI services
- o Improved access to export support products and services across all regions of Canada

**Intermediate outcomes:**

- o Increased knowledge by client firms of the mechanics of exporting
- o Increased client awareness of business opportunities abroad
- o Increased involvement of service delivery partners

Expenditures totalling \$1.3 million in 2004-2005 supported the above shared outcomes. Due to the nature of the outcomes (i.e. diverse activities by multiple partners collectively contribute to a given outcome), it is impossible to allocate specific funding amounts to each.

The annual report of Team Canada Inc for the year ending March 31, 2004, can be ordered by calling 1 888 811-1119.

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### Governance structure

A Management Board, currently chaired by the Department of Foreign Affairs and International Trade (*International Trade*), is responsible for planning, directing, managing and implementing this horizontal program. The Management Board consists of one official at the level of Director General (or equivalent) from each of the federal member organizations. The Management Board keeps the Deputy Ministers Committee (DMC) on IBD fully informed on TCI's progress in addressing its key results commitments and seeks direction from the DMC on IBD as required.

There is also an Executive Committee, which consists of the five DG-level Management Board representatives from the five executive members of TCI. Day-to-day operations of TCI are managed by the TCI Directorate (consisting of five full-time staff), which is accountable to the host department, currently the Department of Foreign Affairs and International Trade (*International Trade*), management structure. The Directorate is responsible for directing and managing TCI Directorate human and financial resources, and implementing TCI's annual action plan.

Each TCI partner provides specific products and services depending upon its mandate, which could focus on a particular function (e.g. export insurance), industry sector expertise (e.g. natural resources) or geographic focus (e.g. Atlantic Canada).

### Federal partners:

- |   |                                    |
|---|------------------------------------|
| o Agriculture and Agri-Food Canada  | o Environment Canada               |
| o Atlantic Canada Opportunities Agency  | o Export Development Canada        |
| o Canada Economic Development for Quebec Regions  | o Fisheries and Oceans Canada      |
| o Canada Mortgage and Housing Corporation   | o Industry Canada                  |
| o Canadian Commercial Corporation   | o National Research Council Canada |
| o Canadian Heritage   | o Natural Resources Canada         |
| o Canadian International Development Agency   | o Statistics Canada                |
| o Department of Foreign Affairs and International Trade<br>( <i>International Trade</i> ) | o Western Economic Diversification |

In addition, TCI works with an extensive network of partners who are non-federal organizations that share an interest in increasing Canadian exports and that provide trade services to TCI's clients. They include provincial, territorial and municipal governments, community and economic development organizations, business associations, educational institutions, not-for-profit organizations and others.

### Key programs:

- o ExportSource.ca on line export portal (\$165,000)
- o 1 888 toll-free export information service (\$225,000)
- o Information products (\$590,000)
- o Regional Trade Networks (\$320,000)

*Continued on next page*

**Total allocation:** Contribution of \$1.3 million from member departments

**Forecast spending for 2004-2005:** \$1,300,000

**Actual spending for 2004-2005:** \$1,250,000

**Achieved results in 2004-2005:** Visits to the ExportSource.ca Internet portal increased by 9 percent in 2004-2005, reaching a total of some 370,000 visits. As part of a client satisfaction survey undertaken in 2005, a majority of respondents (77 percent) indicated that ExportSource.ca rated good or better (a 2 percent increase from the previous survey) and 80 percent indicated they would use the site again.

The toll-free export information service received 10,456 calls in 2004, which represents a 6 percent decrease from 2003 (up substantially from 14 percent in 2002). Service standards with respect to the timeliness of responses continue to be met or exceeded. A 2004 client satisfaction evaluation indicated an 85 percent overall client satisfaction rating (higher than the industry standard for similar services).

During 2004-2005, more than 300 new service delivery partners across Canada were contacted to participate in the TCI network. Most new service delivery partners were trade and industry associations.

**Comments on variance:** The decrease in the volume of calls received by the toll-free telephone information service (believed to reflect an increased usage of the Internet) has slowed significantly since 2003-2004, which is likely the result of refocused marketing efforts.

While most respondents to client surveys are clearly satisfied with TCI products, it is evident that awareness of the range of products and services available is lower than it should be. This is due in great part to the limited resources that can be allocated to marketing and outreach activities.

**Results achieved by non-federal partners:** Not applicable

**Contact information:**

Michael Calvert  
Head, Team Canada Inc Directorate  
Telephone: (613) 952-7396  
E-mail: Calvert.Michael@exportsource.ca

Table 16: Travel Policies

**Organization:** Department of Foreign Affairs and International Trade (*International Trade*) follows the TBS Special Travel Authorities

**Authority:** N/A

**Coverage:** N/A

**Principal difference(s) in policy provisions:** N/A

**Principal financial implications of the difference(s):** N/A

#### COMPARISON TO THE TBS TRAVEL DIRECTIVE, RATES AND ALLOWANCES

**Organization:** Department of Foreign Affairs and International Trade (*International Trade*) follows the TBS Travel Directive, Rates and Allowances

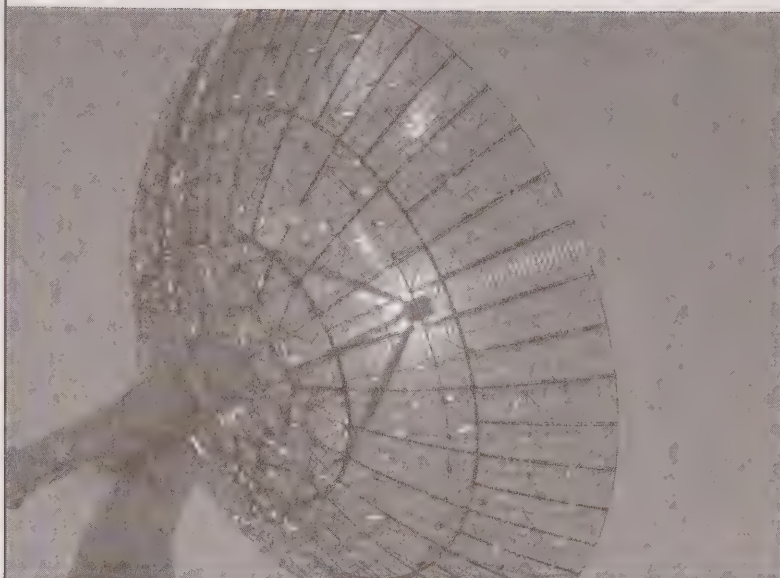
**Authority:** N/A

**Coverage:** N/A

**Principal difference(s) in policy provisions:** N/A

**Principal financial implications of the difference(s):** N/A

# Other Items of Interest



## Section 4

### 4.1 Contact Information

The Department of Foreign Affairs and International Trade (*International Trade*) shares a wealth of information resources and reference tools with the Canadian public through its information and media services.

#### Information Services

The Enquiries Centre is a referral service and resource centre that responds to general questions about the department, questions concerning exporting procedures and foreign markets, and questions about Canada's trade policy and involvement in international organizations. Where specialized knowledge is required, clients are referred to experts in the department. The Centre also coordinates the storage and distribution of the department's hard-copy publications.

**Telephone:** 1 800 267-8376 toll-free in Canada or (613) 944-4000 in the National Capital Region and outside Canada  
**TTY:** (613) 944-9136 **Fax:** (613) 996-9709  
**E-mail:** [enqserv@international.gc.ca](mailto:enqserv@international.gc.ca)  
**Mail:** Enquiries Services (SXC)  
Department of Foreign Affairs and International Trade (*International Trade*)  
125 Sussex Drive,  
Ottawa, ON K1A 0G2

The Department of Foreign Affairs and International Trade (*International Trade*) Web site (<http://www.itcan-cican.gc.ca>) is a source of up-to-date information addressing the needs of both domestic and international clients. A large number of documents published by the department can be accessed on-line at <http://www.international.gc.ca/english/news/public.htm>.

The department's library holds a unique collection of materials in areas relevant to its mandate. Selected services are available to members of the public conducting research in these subject areas. The library is open to the public Monday to Friday from 8:30 a.m. to 4:30 p.m. For information, telephone (613) 992-6150 or e-mail [infotech@international.gc.ca](mailto:infotech@international.gc.ca).

#### Media Services

The Media Relations Office provides information to the media on all aspects of Canada's trade policy, relations with other countries, involvement in international organizations, and departmental operations. For information, telephone (613) 995-1874 or fax (613) 995-1405.

### How to Contact Organizations Related to the Department

#### Canadian Commercial Corporation

**Mail:** 1100-50 O'Connor Street  
Ottawa, ON K1A 0S6  
**Telephone:** (613) 996-0034  
**Toll Free:** 1 800 748-8191  
**Fax:** (613) 995-2121  
**Web:** <http://www.ccc.ca>

#### North American Free Trade Agreement

**Mail:** NAFTA (Canadian Section)  
90 Sparks Street, Suite 705  
Ottawa, ON K1P 5B4  
**Telephone:** (613) 992-9388  
**Fax:** (613) 992-9392  
**Web:** <http://www.nafta-sec-alena.org>

#### Canadian Commercial Corporation

**Mail:** 151 O'Connor Street  
Ottawa, ON K1A 1K3  
**Telephone:** (613) 598-2500  
**Fax:** (613) 237-2690  
**TTY:** 1 866 574-0451  
**Web:** <http://www.edc.ca>

## 4.2 Acronyms and Abbreviations

<b>APEC</b>	Asia-Pacific Economic Cooperation (forum)	<b>MOU</b>	Memorandum of understanding
<b>ATPC</b>	African Trade Policy Centre	<b>MRRS-PAA</b>	Management, Resources, Results Structure —Program Activity Architecture
<b>BSE</b>	Bovine spongiform encephalopathy	<b>MTS</b>	Multilateral trading system
<b>CA4</b>	Central America Four (El Salvador, Guatemala, Honduras and Nicaragua)	<b>NAFTA</b>	North American Free Trade Agreement
<b>CCC</b>	Canadian Commercial Corporation	<b>OECD</b>	Organization for Economic Cooperation and Development
<b>CDIA</b>	Canadian direct investment abroad	<b>PACT</b>	Programme for building African Capacity for Trade
<b>CIDA</b>	Canadian International Development Agency	<b>PEMD</b>	Program for Export Market Development
<b>CISP</b>	Community Investment Support Program	<b>PMP</b>	Performance Management Program
<b>DPR</b>	Departmental Performance Report	<b>PRAS</b>	Planning, Reporting and Accountability Structure
<b>EDC</b>	Export Development Canada	<b>S&amp;DT</b>	Special and differential treatment
<b>ERI</b>	Enhanced Representation Initiative	<b>S&amp;T</b>	Science and technology
<b>FDI</b>	Foreign direct investment	<b>SME</b>	Small and medium-sized enterprise
<b>FIPA</b>	Foreign Investment Protection and Promotion Agreement	<b>TCI</b>	Team Canada Inc
<b>FS</b>	Foreign Service	<b>TCS</b>	Trade Commissioner Service
<b>FTAA</b>	Free Trade Area of the Americas	<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>IBD</b>	International Business Development	<b>VTC</b>	Virtual Trade Commissioner
<b>IF</b>	Integrated Framework (for Trade-Related Technical Assistance to Least-Developed Countries)	<b>WEF</b>	World Economic Forum
<b>IP</b>	Intellectual property	<b>WTO</b>	World Trade Organization
<b>IPS</b>	International Policy Statement		
<b>JITAP</b>	Joint Integrated Technical Assistance Programme		

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Services aux médias

Le Service des relations avec les médias fournit des renseignements aux médias sur tous les aspects de la politique commerciale du Canada, de ses relations avec les autres pays, de son engagement auprès d'organismes internationaux et des activités ministérielles. Pour plus de renseignements, communiquez avec nous par téléphone au (613) 995-1874 ou par télécopieur au (613) 995-1405.

Comment communiquer avec les organismes liés au Ministère

Corporation commerciale canadienne

Adresse : 50, rue O'Connor, bureau 1100

Ottawa, ON K1A 0S6

Téléphone : (613) 996-0034

Sans frais : 1 800 748-8191

Télécopieur : (613) 995-2121

Site Web : <http://www.ccc.ca>

4.2 Acronymes et abréviations

Accord de libre-échange nord-américain

ALENA

Coopération économique de la zone

APÉC

Asie-Pacifique (forum)

APIE

investissements étrangers

AAP

Architecture des activités de programme

CA4

Groupe des quatre de l'Amérique centrale

CA4

(El Salvador, Guatemala, Honduras et

CA4

Nicaragua)

CA4

Centre africain de politique commerciale

CAPC

Corporation commerciale canadienne

CCC

Cadre intégré (pour l'assistance technique liée

CI

au commerce à l'intention des pays les moins

CI

avancés)

CPRR

Cadre de planification, de rapport et de

CPRR

responsabilisation

DCV

Délégué commercial virtuel

ECI

Équipe Canada inc

EDC

Exportation et développement Canada

ESB

Encéphalopathie spongiforme bovine

IDCE

Investissement direct canadien à l'étranger

IED

Investissement étranger direct

IRA

Initiative de représentation accrue

JITAP

Programme intégré conjoint d'assistance

OCDE

Organisation de coopération et de

OCDE

Services aux médias

Le Service des relations avec les médias fournit des renseignements aux médias sur tous les aspects de la politique commerciale du Canada, de ses relations avec les autres pays, de son engagement auprès d'organismes internationaux et des activités ministérielles. Pour plus de renseignements, communiquez avec nous par téléphone au (613) 995-1874 ou par télécopieur au (613) 995-1405.

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CI

au commerce à l'intention des pays les moins

CI

avancés)

CPRR

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responsabilisation

DCV

Délégué commercial virtuel

ECI

Équipe Canada inc

EDC

Exportation et développement Canada

ESB

Encéphalopathie spongiforme bovine

IDCE

Investissement direct canadien à l'étranger

IED

Investissement étranger direct

IRA

Initiative de représentation accrue

JITAP

Programme intégré conjoint d'assistance

OCDE

Organisation de coopération et de

OCDE

Accord de libre-échange nord-américain

Adresse : ALENA (Section canadienne)

90, rue Sparks, bureau 705

Ottawa, ON K1P 5B4

Téléphone : (613) 992-9388

Télécopieur : (613) 992-9392

Site Web : <http://www.nafta-sec-alena.org>

Exportation et développement Canada

Adresse : 151, rue O'Connor

Ottawa, ON K1A 1K3

Téléphone : (613) 598-2500

Télécopieur : (613) 237-2690

ATS : 1 866 574-0451

Site Web : <http://www.edc.ca>

développement économiques

OMC

Organisation mondiale du commerce

PACIA

Programme d'appui au renforcement des

PCI

Promotion du commerce international

PDME

Programme de développement des marchés

PE

d'exportation

PI

Propriété intellectuelle

PME

Produit intérieur brut

PSIC

Petites et moyennes entreprises

RMR

Rapport ministériel sur le rendement

SDC

Système commercial multilatéral

SE

Service extérieur

TSD

Traitement spécial et différencié

UNESCO

Organisation des Nations Unies pour

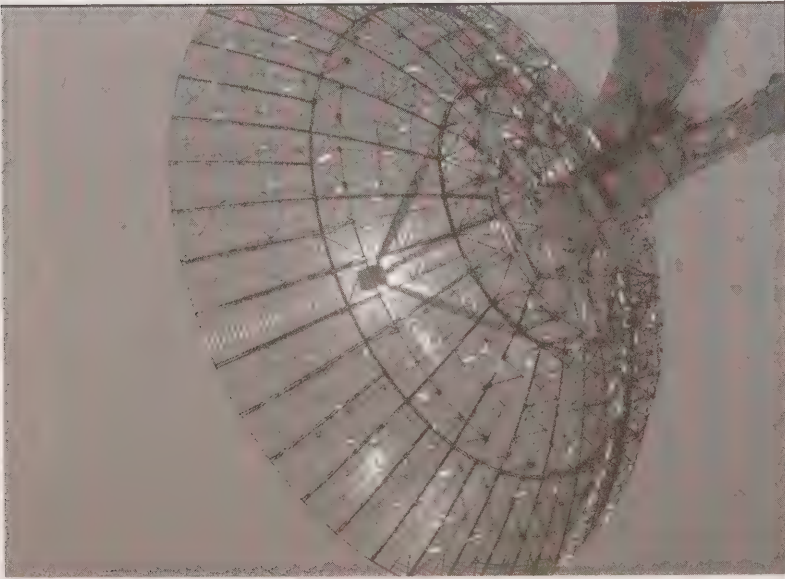
ZLEA

l'éducation, la science et la culture

Zone de libre-échange des Amériques

# Autres sujets dignes de mention

## Section 4



### 4.1 Renseignements généraux

Le ministère des Affaires étrangères et du Commerce international (*Commerce international*) partage une mine de ressources d'information et d'outils de référence avec les Canadiens par l'intermédiaire de ses services d'information et de ses services aux médias.

#### Services d'information

Le Service de renseignements est un service de référence et un centre de ressources qui répond aux questions générales sur le Ministère, les procédures d'exportation, les marchés étrangers et la politique commerciale du Canada et son engagement auprès d'organismes internationaux. Lorsque des connaissances spécialisées sont nécessaires, les clients sont dirigés vers des spécialistes au sein du Ministère. Le Service de renseignements coordonne également l'entreposage et la distribution des publications imprimées du Ministère.

**Téléphone :** 1 800 267-8376 sans frais au Canada ou (613) 944-4000 dans la région de la capitale nationale et à l'extérieur du Canada

**ATS :** (613) 944-9136  
**Télocopieur :** (613) 996-9709

**Courriel :** [engserv@international.gc.ca](mailto:engserv@international.gc.ca)  
**Adresse :** Service de renseignements (SXCI)  
Ministère des Affaires étrangères et du Commerce international  
125 Sussex Drive,  
Ottawa, ON K1A 0G2

Le site Web (<http://www.itcan-cican.gc.ca>) du ministère des Affaires étrangères et du Commerce international (*Commerce international*) est une source de renseignements à jour qui abordent les besoins des clients autant à l'échelle nationale qu'internationale. Un grand nombre de documents publiés par le Ministère sont disponibles en ligne à l'adresse suivante : [http://pubx.dfait-maeci.gc.ca/00\\_Global/Pubs\\_Cat2.nsf/Welcome/bienvenue?opendocument](http://pubx.dfait-maeci.gc.ca/00_Global/Pubs_Cat2.nsf/Welcome/bienvenue?opendocument).

La bibliothèque du Ministère possède une collection unique de documents dans des domaines pertinents à son mandat. Certains services sélectionnés sont accessibles au public cherchant des renseignements sur différents sujets. La bibliothèque est ouverte au public du lundi au vendredi, de 8 h 30 à 16 h 30. Pour plus de renseignements, composez le (613) 992-6150 ou envoyez-nous un courriel à [infotech@international.gc.ca](mailto:infotech@international.gc.ca).

Tableau 16 : Politiques sur les voyages

**Nom de la politique sur les voyages** : Le ministère des Affaires étrangères et du Commerce international (Commerce international) respecte les autorisations spéciales de voyage du SCT.

Autorisation : S.O.

Couverture : S.O.

Principales différences des dispositions des politiques : S.O.

Principales conséquences financières des différences : S.O.

Comparaison avec la Directive, les taux et les indemnités de voyage du SCT

**Nom de la politique sur les voyages** : Le ministère des Affaires étrangères et du Commerce international (Commerce international) respecte la Directive, les taux et les indemnités de voyage du SCT.

Autorisation : S.O.

Couverture : S.O.

Principales différences des dispositions des politiques : S.O.

Principales conséquences financières des différences : S.O.

Tableau 15 : Initiatives horizontales

Total des affectations : Contribution de 1,3 million de dollars de la part des ministères membres

Dépenses prévues pour 2004-2005 : 1 300 000 \$

Dépenses réelles pour 2004-2005 : 1 250 000 \$

**Résultats obtenus en 2004-2005 :** Les visites sur le site Internet exportsource.ca ont augmenté de 9 % en 2004-2005 pour atteindre un total de quelque 370 000 visites. Dans le cadre d'un sondage sur la satisfaction de la clientèle entrepris en 2005, la majorité des répondants (77 %) ont indiqué que ce site était « bon » ou « excellent » (une augmentation de 2 % comparativement au sondage précédent) et 80 % ont dit qu'ils utiliseraient le site de nouveau.

Le service d'information sans frais sur les exportations a reçu 10 456 appels en 2004, ce qui représente une baisse de 6 % comparativement à 2003 (une hausse considérable de 14 % en 2002). Les normes de service en ce qui a trait à la rapidité de réponse continuent à être respectées ou dépassées. Une évaluation de la satisfaction de la clientèle réalisée en 2004 a révélé un taux de satisfaction général de 85 % (un taux plus élevé que la norme de l'industrie pour des services semblables).

Au cours de la période 2004-2005, plus de 300 nouveaux partenaires de prestation de services partout au Canada ont été contactés pour prendre part au réseau d'ECI. La plupart de ces nouveaux partenaires étaient des associations commerciales et industrielles.

**Commentaires sur l'écart :** La baisse du volume d'appels reçus par le service d'information téléphonique sans frais (qui reflète apparemment l'utilisation accrue d'Internet) a sensiblement ralenti depuis 2003-2004, vraisemblablement en raison de la réorientation des efforts de commercialisation.

Alors que la plupart des répondants aux sondages sont clairement satisfaits des produits d'ECI, il est évident que la connaissance des nombreux produits et services disponibles n'est pas aussi grande qu'elle devrait l'être. Les ressources limitées qui peuvent être allouées aux activités de commercialisation et de sensibilisation en sont principalement la cause.

**Résultats obtenus par les partenaires non fédéraux : Sans objet**

**Personne-ressource :**

Michael Calvert  
Chef, direction d'Équipe Canada inc  
Telephone: (613) 952-7396  
Courriel : Calvert.Michael@exportsource.ca

Tableau 15 : Initiatives horizontales

Structure de gouvernance

Un Conseil de gestion, présentement présidé par le ministre des Affaires étrangères et du Commerce international (*Commerce international*), est responsable de la planification, de la direction, de la gestion et de la mise en œuvre de ce programme horizontal. Ce Conseil de gestion est formé d'un représentant du directeur général (ou l'équivalent) pour chacun des organismes fédéraux membres. Le Conseil de gestion informe le Comité des sous-ministres sur la promotion du commerce international (PCI) des progrès d'ECI quant à ses principaux engagements en matière de résultats et cherche conseil auprès du Comité des sous-ministres sur la PCI selon le besoin.

Il existe également un Comité de direction, lequel est composé des cinq représentants du directeur général du Conseil de gestion des cinq membres de la direction d'ECI. Les activités quotidiennes d'ECI sont gérées par sa direction (qui comprend cinq employés à temps plein), laquelle doit rendre des comptes à la structure de gestion du Ministère d'accueil, présentement le ministère des Affaires étrangères et du Commerce international (*Commerce international*). La direction est responsable de la gestion des ressources humaines et financières d'ECI ainsi que de la mise en œuvre du plan d'action annuel d'ECI.

Chacun des partenaires d'ECI fournit des produits et des services spécifiques selon son mandat, lequel peut porter sur une fonction précise (p. ex. assurance à l'exportation), un secteur d'expertise industrielle spécifique (p. ex. ressources naturelles) ou une zone géographique donnée (p. ex. Canada atlantique).

Partenaires fédéraux

- o Ministère de l'Agriculture et de l'Agroalimentaire
- o Environnement Canada
- o Exportation et développement Canada
- o Pêches et Océans Canada
- o Industrie Canada
- o Conseil national de recherches du Canada
- o Ressources naturelles Canada
- o Statistique Canada
- o Agence canadienne de développement international
- o Ministère des Affaires étrangères et du Commerce international (*Commerce international*)

De plus, Équipe Canada travaille avec un réseau étendu de partenaires non fédéraux qui partagent un intérêt dans l'augmentation des exportations canadiennes et qui fournissent des services commerciaux aux clients d'ECI. Ils comprennent les gouvernements provinciaux, territoriaux et municipaux, les organismes de développement économique et communautaire, les associations commerciales, les établissements d'enseignement et les organismes sans but lucratif.

Programmes clés :

- o portail sur les exportations exportsource.ca (165 000 \$);
- o service d'information sans frais 1-888 sur les exportations (225 000 \$);
- o produits d'information (590 000 \$);
- o réseaux commerciaux régionaux (320 000 \$).

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Tableau 15 : Initiatives horizontales

Nom de l'initiative horizontale : Équipe Canada inc (ECI)

Nom des ministères directeurs : ministère des Affaires étrangères et du Commerce international (Commerce international), Agriculture et Agroalimentaire Canada, Patrimoine canadien, Industrie Canada et Ressources naturelles Canada (membres de la direction) en plus de 11 autres ministères et organismes fédéraux.

Date de début de l'initiative horizontale : 1997

Date de clôture : En cours

Financement total : Le budget annuel de l'initiative était de 1,3 million de dollars. Les partenaires fédéraux (membres) d'ECI ont versé 50 000 \$ chacun par année alors que les membres de la direction susmentionnés ont versé 150 000 \$ chacun. Les autres partenaires apportent une variété de produits et de services qui répondent aux différents besoins des exportateurs canadiens.

Description de l'initiative : Équipe Canada est un réseau de 16 Ministères et organismes fédéraux qui travaillent avec les provinces et les territoires ainsi que les autres partenaires à aider les entreprises canadiennes à connaître du succès sur les marchés mondiaux. L'objectif d'ECI est de fournir aux entreprises canadiennes un accès à guichet unique aux services totalement intégrés du gouvernement du Canada dans le but d'accroître la capacité et la préparation à l'exportation dans le développement des marchés internationaux.

Les priorités du gouvernement du Canada abordées par ECI comprennent :

- o la consolidation de la réputation du Canada dans le monde;
- o la contribution au progrès du Canada en tant qu'économie du savoir dans un contexte mondial;
- o la coopération avec les autres ordres de gouvernement;
- o l'accroissement de la compétitivité et de la productivité des entreprises canadiennes;
- o l'appui de la croissance des entreprises autochtones.

Résultats communs : Selon le Cadre commun de mesure du rendement élaboré par ECI, les résultats communs (immédiats ou intermédiaires) sont les suivants :

Résultats immédiats :

- o satisfaction des clients maintenue ou accrue;
- o participation accrue des groupes cibles aux services d'ECI;
- o accès amélioré aux produits et services de soutien à l'exportation dans toutes les régions du Canada.

Résultats intermédiaires :

- o connaissance accrue par les entreprises clientes du déroulement de l'exportation;
- o sensibilisation accrue des clients aux occasions d'affaires à l'étranger;
- o participation accrue des partenaires de prestation de services.

Des dépenses totalisant 1,3 million de dollars en 2004-2005 ont appuyé les résultats communs ci-dessus. En raison de la nature des résultats (soit que les diverses activités des multiples partenaires contribuent collectivement à un résultat donné), il n'est pas possible d'accorder des montants spécifiques à chacun.

Le rapport annuel d'Équipe Canada pour l'exercice qui se termine le 31 mars 2004 peut être commandé en composant le 1-888-811 1119.

Suite à la page suivante

Tableau 14 : Initiative d'amélioration des services

Depuis sa création, le sondage auprès des clients du Service des délégués commerciaux est devenu la mesure clé des perceptions et de la satisfaction des clients des services offerts par le SDC. Avec la version de 2004 du sondage, le Ministère réalisait ces consultations auprès de ses clients pour la quatrième fois. Les sondages précédents (1998, 2000 et 2002) ont constamment démontré que nos clients sont grandement satisfaits (taux de satisfaction d'environ 80 %) des types et du niveau de service reçus, et les résultats de cette année ne font pas exception. Le sondage de 2004 est allé plus loin qu'un questionnement sur la satisfaction des clients alors que nous avons la ferme intention de mieux comprendre les besoins et les attentes de nos clients.

Voici quelques points saillants du sondage de 2004 :

- la satisfaction des clients est demeurée élevée et stable (note globale de 4,02 sur 5);
- les clients ont attribué un total de 25 milliards de dollars de leurs bilans financiers annuels aux services du SDC, soit une moyenne de 7,6 millions de dollars par client;
- les clients valorisent les services qui les aident à établir des liens sur les marchés étrangers, les débouchés commerciaux et les renseignements commerciaux pouvant donner lieu à une action plutôt que l'information simple ainsi que le service personnalisé;
- la demande de services s'accroît, surtout parmi les petites et moyennes entreprises (PME);
- les services fournis aux grandes entreprises permettent un profit financier global encore plus important, mais l'impact du SDC sur la réussite des PME est plus grand;

- l'utilisation et la reconnaissance des bureaux régionaux sont élevées;

- la satisfaction et la reconnaissance relatives au Délégué commercial virtuel (DCV) sont élevées;

Bien qu'ils aient validé nos offres de services et attribué des notes élevées à l'ensemble de la qualité du service, nos clients nous ont également fait part des points à améliorer. Ils veulent des renseignements de meilleure qualité, que nous les connaissions, eux et leur industrie, intimement, et que nous soyons plus créatifs et proactifs. Les clients ont également noté que notre norme de service de cinq jours pour répondre aux demandes initiales des clients s'est détériorée. Quatre clients sur cinq affirment avoir reçu un accusé de réception dans les cinq jours, ce qui constitue la norme. Il s'agit encore d'un résultat acceptable, même s'il est passé de façon générale de 90 %, lors de notre sondage précédent, à 80 % en 2004.

Nous y répondons en élaborant de nouvelles initiatives de formation et de perfectionnement professionnel telles que l'initiative d'apprentissage global 2, conçue pour améliorer la cueillette de renseignements concurrentiels, les aptitudes au réseautage et la planification stratégique commerciale. En misant sur les nouvelles technologies, telles que TRIO (notre nouveau système électronique de gestion des relations avec les clients) et en améliorant la fonctionnalité et les services du DCV, nous apprendrons à mieux connaître nos clients tout en fournissant des services efficaces et plus personnalisés. Grâce à l'intégration des bureaux régionaux, nous connaissons également mieux nos clients et leurs capacités.

Tableau 13 : Approvisionnement et passation des marchés

**Points à aborder :** Les progrès et les nouvelles initiatives permettent d'adopter des pratiques efficaces en matière d'approvisionnement.

**Point de vue de l'organisation :** Les pratiques actuelles visent à fournir un cadre pour la gestion efficace des services de passation des marchés et à promouvoir les principes clés de la fonction de contrôleur moderne.

Des pratiques améliorées ont été observées dans les initiatives suivantes :

- un système automatisé de passation de marchés a été mis sur pied dans le monde entier en décembre 2004 afin de saisir les renseignements pertinents sur tous les contrats de plus de 5 000 \$;
- la formation sur la passation de marchés est toujours une priorité. Des cours adaptés aux différents niveaux de connaissance ont été élaborés et dispensés, y compris en ligne. Une formation régionale dans plus de 40 missions à l'étranger est prévue pour 2005-2006;
- l'utilisation de MERX pour les contrats accordés à la suite d'un appel d'offres continue à augmenter, réduisant ainsi la dépendance aux méthodes concurrentielles traditionnelles. Des offres à commandes pour les services professionnels ont été établies lorsqu'elles représentent la façon la plus efficace de satisfaire aux besoins opérationnels et d'obtenir un meilleur rapport qualité-prix pour la Couronne;
- grâce à sa participation à l'initiative gouvernementale Solutions d'avenir, le Ministère prévoit continuer à améliorer le rendement, réduisant ainsi les coûts de soutien des besoins des programmes;
- pour la réalisation de projets internationaux de construction et l'achat de services professionnels, la direction générale responsable a créé un contrat de service consultatif afin de fournir des conseils et de superviser les contrats ainsi qu'un comité des questions contractuelles afin de superviser et d'améliorer les pratiques de passation des marchés du Ministère pour ces types de services. Le processus de passation des marchés est appuyé par des conseillers juridiques et des spécialistes des approvisionnements dévoués;

- à l'administration centrale, le système automatisé de gestion des stocks d'ameublement de bureau et de fournitures a été mis en place avec succès en 2004-2005. Le système de gestion financière et matérielle fournit une liste précise des stocks, ce qui est essentiel à la réussite des projets en matière de locaux et des activités des programmes. Les améliorations réalisées dans l'intégration de la gestion des biens aux projets généraux assurent le service le plus rentable;

- plusieurs mises à niveau du Système de gestion des biens liés à la technologie de l'information sont en cours afin d'atteindre l'objectif de gestion améliorée des services et de suivi des biens. Notamment, des rapports de surveillance des irrégularités et sur l'addition d'unités de rechange au réseau sont régulièrement envoyés aux professionnels de la TI dans les missions; beaucoup de travail a été fait dans l'examen des processus et la mise en œuvre de bonnes pratiques de gestion des activités quotidiennes. La demande de rabais pour les ordinateurs personnels, qui permet de réaliser d'importantes économies, tout comme la consolidation des ententes d'entretien et des besoins logiciels en sont quelques exemples;

Tableau 13 : Approvisionnement et passation des marchés

Ministère des Affaires étrangères et du Commerce international (Commerce international)

**Points à aborder :** Le rôle que jouent les services d'approvisionnement et de passation des marchés dans la prestation des programmes

**Points de vue de l'organisation :** En ce qui a trait à la passation de marchés pour des services, la Direction générale des services ministériels agit en tant que centre d'expertise, autant au Canada qu'à l'étranger. Son mandat est de :

- élaborer une politique;
- fournir des conseils;
- superviser et faire rapport sur les activités de passation de marchés conformément aux accords commerciaux et à la politique gouvernementale.

Lorsque rentable, l'achat de biens est géré par des domaines d'expertise centralisés au Canada relativement à l'équipement et aux périphériques informatiques, à l'équipement et aux fournitures de sécurité, aux meubles et fournitures de bureau, et au logement du personnel ici et à l'étranger. Tous respectent les principes clés de la gestion efficace du cycle de vie des biens et du matériel. Le soutien logistique à l'administration centrale, aux bureaux généraux et aux missions à l'étranger est également un élément clé des décisions relatives aux investissements et aux achats. Les missions continuent à acquérir certains biens lorsque des économies ne peuvent être réalisées par l'intermédiaire d'une approche centralisée.

**Points à aborder :** Survol de la façon dont le Ministère gère la fonction de passation des marchés

**Points de vue de l'organisation :** Le Ministère opère dans un environnement d'achat décentralisé à l'administration centrale, dans les régions et dans les missions à l'étranger.

Le système automatisé de passation des marchés du Ministère :

- permet de superviser et de déclarer les contrats;
- répond à la nécessité d'informer le public sur les contrats de plus de 10 000 \$;
- facilite l'élaboration de stratégies d'achat ministérielles et pangouvernementales.

Les Comités d'examen des marchés de l'administration centrale et des missions à l'étranger examinent soigneusement tous les contrats afin d'accroître la prudence et la probité et de s'assurer de l'ouverture, de la transparence et du traitement égal des fournisseurs tout en obtenant une meilleure valeur et en répondant aux besoins opérationnels de la prestation des programmes. Les efforts déployés ont contribué à continuer à améliorer le site intranet sur les contrats ministériels, lequel comprend une grande variété de liens et de documents relatifs aux politiques, de guides de référence, d'outils, de gabarits et de formulaires utilisés par le personnel dans la préparation des documents et des contrats de soumission.

La formation continue en classe et en ligne est dispensée aux fonctionnaires à l'administration centrale et lors de missions à l'étranger.

**Points à aborder :** Survol de la façon dont le Ministère administre sa fonction d'approvisionnement

**Points de vue de l'organisation :** Le Ministère gère sa fonction d'approvisionnement en assurant un leadership ministériel à la mise sur pied de systèmes informatiques et d'une infrastructure immobilière et de son ensemble d'immobilisations associé, ce qui comprend les politiques, processus, systèmes, normes de service et contrôles de la qualité du Ministère qui régissent l'achat de biens et la gestion du cycle de vie du matériel et des biens. Aussi, les services ministériels fournissent des avis au personnel sur l'élaboration d'approches rentables pour l'achat de biens et de services, s'assurant ainsi que les activités de programme sont réalisées selon les délais et les budgets établis. Les stratégies utilisées sont clairement dégagées et correspondent aux objectifs du gouvernement fédéral.

Un Comité de gestion du matériel formé de membres de chacun des centres d'expertise examine les questions d'achat et conçoit des stratégies générales afin de s'assurer que le service des achats introduise de nouvelles priorités gouvernementales.

Suite à la page suivante

Tableau 12 : Stratégie de développement durable (SDD)

- le Canada a dévoué des efforts considérables à s'assurer de la pertinence et de la viabilité du CI, offrant des conseils et un soutien financier en cours de processus. Le Canada est également l'un des plus importants donateurs en termes de contributions financières au CI. Le Canada s'est récemment engagé à verser 950 000 \$ à la Fenêtre II du Fonds fiduciaire du CI, sa contribution totale s'élevant depuis 2001 à 2,95 millions de dollars;

- le JITA<sup>P</sup> cherche à renforcer la capacité des pays africains sélectionnés à s'intégrer au système commercial mondial. Le Canada a joué un rôle actif dans la conception de la phase II du JITA<sup>P</sup>, qui comprend maintenant non pas 8 mais 16 pays africains. Le Canada est également l'un des plus importants donateurs en termes de contributions financières au JITA<sup>P</sup>. Le Canada s'est engagé à verser 7 millions de dollars en trois ans (2003-2006) au Fonds fiduciaire commun du JITA<sup>P</sup> en vertu de Fonds canadien pour l'Afrique;

- le PACCIA cherche à améliorer la capacité des petites et des moyennes entreprises et de leurs institutions de soutien à faire des affaires à l'échelle internationale, et à promouvoir leurs exportations. Le PACCIA est un programme conjoint du Ministère et du Bureau de promotion du commerce Canada. Le Canada s'est engagé à verser 8 millions de dollars en cinq ans (2002-2007) au PACCIA en vertu du Fonds canadien pour l'Afrique afin de s'assurer que les objectifs du PACCIA sont atteints;

- le CAPC aide les pays africains à représenter leurs intérêts dans la négociation d'accords commerciaux, à intégrer le commerce dans les politiques économiques nationales et à promouvoir le commerce en Afrique et dans le reste du monde. Installé à la Commission économique des Nations Unies pour l'Afrique à Addis-Abeba, en Éthiopie, le Centre offre des services de recherche, de formation et de diffusion de renseignements ainsi qu'un soutien et des conseils techniques. Le Canada s'est engagé à verser 5 millions de dollars en quatre ans (2003-2007) au CAPC;

- améliorer les connaissances et compétences ministérielles dans l'application des principes du développement durable, con- séquence de formation et de communications. Progrès : Le Ministère a élaboré un cours de formation sur le développement durable de deux jours axé sur le changement climatique et l'énergie renouvelable pour 35 agents de commerce de missions se déroulant aux États-Unis, en Amérique latine, aux Caraïbes et en Europe qui ont participé à l'événement Globe 2004 à Vancouver. Le matériel a également été envoyé sur disque compact à tous les agents des missions couvrant le secteur de l'environnement;

- la direction des Opérations du Service des délégués commerciaux, qui a la tâche de former le personnel de promotion du commerce au Canada et à l'étranger, a préparé un programme de formation autonome conçu pour illustrer de quelle façon la promotion de la responsabilité sociale des entreprises (RSE) devrait être intégrée dans la prestation des six services de base fournis aux entreprises canadiennes actives à l'étranger. La formation sur la RSE a été ajoutée aux cours de base obli- gatoires auxquels doivent assister tous les délégués commerciaux, tant canadiens que recrutés sur place, au début de leur carrière au SDC.

Progrès à ce jour :

Voir « Progrès » ci-dessus.

Rajustements apportés :

Plusieurs programmes de sensibilisation, de formation et de promotion des intérêts n'ont pu être achevés en raison de la réorganisation au sein du Ministère. Ils sont maintenant prévus pour 2005-2006.

Tableau 12 : Stratégie de développement durable (SDD)

**Buts, objectifs et cibles à long terme de la SDD**

*Action 2006* : Une stratégie de développement durable pour le ministère des Affaires étrangères et du Commerce international four- nit un cadre pour les initiatives de développement durable de 2004 à la fin de 2006. Les principaux buts de cette stratégie sont :

- d'assurer une meilleure intégration du développement durable dans les politiques, programmes et opérations ministérielles;
- de veiller à ce que l'engagement du Canada à l'égard du développement durable soit manifeste dans ses relations bilatérales, régionales et multilatérales;
- de promouvoir la sécurité internationale et le respect des droits de la personne, la bonne gouvernance et la primauté du droit comme conditions préalables du développement durable;
- de donner suite aux engagements prioritaires des deux ministères liés au Sommet mondial sur le développement durable : Johannesburg, 2002.

Cette stratégie ainsi que le premier rapport d'étape annuel de sa mise en œuvre se trouvent à l'adresse suivante : <http://www.dfait-maeci.gc.ca/sustain/sd-dd/menu-fr.asp>.

**Comment les buts, objectifs et cibles à long terme aident-ils le Ministère à atteindre des résultats stratégiques?**

L'objectif des quatre buts reflète certains des résultats clés prévus dans les objectifs stratégiques de 2004-2007 du Ministère, Comprendre et promouvoir les intérêts du Canada à l'échelle internationale, lesquels sont :

- (i) promouvoir le programme national du Canada sur toute la scène internationale à l'aide de nos partenaires canadiens;
- (ii) institutions multilatérales renforcées, fondées sur des règles, et cohérence politique;
- (iii) promotion des intérêts canadiens relativement à la sécurité mondiale et à la sécurité humaine;
- (iv) gestion efficace des différends commerciaux.

Cette pertinence se reflète également dans les cibles de 2004-2005 qui appuient les buts de la stratégie Action 2006, et le pro- grès réalisé pour les atteindre.

**Cibles pour la période visée par le rapport**

Les cibles spécifiques pour la période visée comprennent :

- continuer à chercher à résoudre les questions en suspens dans les négociations de l'Organisation mondiale du commerce d'ici janvier 2005 afin d'améliorer la participation des pays en développement à l'économie mondiale. Progrès : En ce qui a trait aux négociations prescrites relativement aux questions d'application (par. 12 a), le Canada continue à participer activement à ces discussions;
- en ce qui a trait aux autres questions de mise en œuvre (par. 12 b), le directeur général doit, conformément à la décision prise par le Conseil général de l'OMC le 1<sup>er</sup> août 2004, faire rapport au Conseil général et au Comité des négociations commerciales au plus tard en mai 2005. Le Conseil général prendra des mesures au plus tard en juillet 2005. Le Ministère continue également à participer activement à ces discussions;

- promouvoir la réforme structurelle et le renforcement des capacités à long terme afin que les pays en développement retirent les avantages à long terme que l'ambitieuse libéralisation commerciale peut générer. Progrès : Les efforts déployés par le Canada ont porté sur la promotion de l'intégration de la politique commerciale aux stratégies de développement national et de réduction de la pauvreté des pays en développement par l'intermédiaire de programmes tels que le Cadre intégré pour l'assistance technique liée au commerce à l'intention des pays les moins avancés (CI), et sur l'aide aux pays en développe- ment tels que le Programme intégré conjoint d'assistance technique (JITAP), le Programme d'appui au renforcement des capacités de commerce international au service de l'Afrique (PACCLIA) et le Centre africain de politique commerciale (CAPC);

*Suite à la page suivante*

Tableau 11 : Réponse aux comités parlementaires, aux vérifications et aux évaluations pour l'exercice 2004-2005

La section suivante présente un résumé des activités entreprises par le ministère des Affaires étrangères et du Commerce international (*Commerce international*) pour répondre aux rapports des comités parlementaires qui ont partiellement ou entièrement touchés le Ministère.

**Les composantes d'une stratégie canadienne à l'égard des marchés émergents**

Adopté par le Comité le 20 juin 2005. Présenté à la Chambre le 22 juin 2005.  
Disponible à l'adresse :

<http://www.parl.gc.ca/committee/CommitteePublication.aspx?COM=9099&SourceId=123384&SwitchLanguage=1>

Réponse du gouvernement du Canada au document *Les composantes d'une stratégie canadienne à l'égard des marchés émergents*, 15<sup>e</sup> Rapport du Comité permanent des affaires étrangères et du commerce international.

Sera présentée à la Chambre en septembre 2005. Sera disponible à l'adresse :

[http://www.parl.gc.ca/committee/CommitteeList.aspx?Lang=2&PARLSES=381&JNT=0&SELID=e24\\_&COM=8979](http://www.parl.gc.ca/committee/CommitteeList.aspx?Lang=2&PARLSES=381&JNT=0&SELID=e24_&COM=8979)

**Règlement des différends dans l'ALENA : Rendre viable un accord en état de siège**

Adopté par le Comité le 17 mai 2005. Présenté à la Chambre le 18 mai 2005.

Disponible à l'adresse :

<http://www.parl.gc.ca/committee/CommitteePublication.aspx?COM=8979&SourceId=116420&SwitchLanguage=1>

Réponse du gouvernement du Canada au document *Règlement des différends dans l'ALENA : Rendre viable un accord en état de siège*, 9<sup>e</sup> Rapport du Comité permanent des affaires étrangères et du commerce international.

Sera présentée à la Chambre en septembre 2005. Sera disponible à l'adresse :

[http://www.parl.gc.ca/committee/CommitteeList.aspx?Lang=2&PARLSES=381&JNT=0&SELID=e24\\_&COM=8979](http://www.parl.gc.ca/committee/CommitteeList.aspx?Lang=2&PARLSES=381&JNT=0&SELID=e24_&COM=8979)

**Vérifications ou évaluations internes**

Les rapports de vérification et d'évaluation suivants ont été mis sur le Web en 2004-2005 :

**Vérifications des missions :**

Berlin	New Delhi	Paris
Boston	New York	La Haye
Chicago	Osaka	Tokyo
Detroit	Oslo	Tripoli
Lisbonne		

**Vérifications des garanties**

**Vérification à l'AC :**

Vérification de la gestion de l'information :  
Services ministériels de bibliothèque  
Direction générale de l'Asie du Nord et du Pacifique  
Connectivité du MAECI à l'Internet

**financières :**  
Gestion des créances

Liens Internet :  
<http://www.dait-maeci.gc.ca/departement/auditrapports/auditrapports-fr.asp>

Tableau 10 : Détails sur les programmes de paiements de transfert (PPT)

Nom du programme de paiements de transfert : Développement des marchés d'exportation

Date de mise en œuvre : avril 1971 Date de clôture : S.O. Total des affectations : S.O.

**But du programme de paiements de transfert :** Augmenter la prospérité du Canada et sa compétitivité sur les marchés internationaux.

**Objectif, résultat prévu et résultats :** Augmenter les ventes à l'exportation de biens et de services canadiens en couvrant une partie des coûts que les sociétés ne pourraient ou ne voudraient pas engager seules, réduisant ainsi les risques liés à la pénétration d'un marché étranger.

**Résultats obtenus et progrès réalisés :** Plus de 2,2 millions de dollars ont été remboursés sous le PDME-Industrie en 2004-2005. Selon ces remboursements, des recettes différentielles de plus de 56 millions de dollars sont imputables au programme. De tels remboursements sont liés aux activités du PDME-Industrie qui ont eu lieu au cours des années antérieures. Les résultats reportés sous le PDME-Associations commerciales comprennent une augmentation des recettes de 8 millions de dollars de même que des revenus anticipés de 163 millions de dollars. (Certaines associations ont reporté des augmentations dans leurs recettes en termes de pourcentage et, conséquemment, ne sont pas incluses dans ces montants. Nous devons aussi mentionner que les entreprises ne reportent pas toujours leurs résultats à leurs associations, ce qui porte à sous-estimer les résultats reportés par le PDME-Associations commerciales.) Une association a lié ses activités PDME aux États-Unis à une augmentation de ses exportations pour une valeur de 509 millions de dollars en 2004.

D'autres résultats comprennent la certification d'un processus manufacturier canadien aux États-Unis ainsi que l'appui du département américain de l'Énergie et de deux associations américaines, des partenariats potentiels d'une valeur de 26 millions de dollars, des ententes de financement, le début de négociations relatives aux licences, la couverture de deux secteurs industriels canadiens dans des magazines étrangers spécialisés, des protocoles d'entente, le recrutement de nouveaux membres intéressés à exporter et l'exposition de nouveaux exportateurs à des marchés étrangers.

Secteur d'activités :	2002 - 2003					2003 - 2004					2004 - 2005				
	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses pré vues (\$)	Total des autorisations (\$)	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses pré vues (\$)	Total des autorisations (\$)	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses pré vues (\$)	Dépenses réelles (\$)	Dépenses réelles (\$)	Dépenses pré vues (\$)	Dépenses réelles (\$)
Promotion du commerce international	9 215 092,0	10 405 000,0	9 520 000,0	7 220 000,0	7 206 812,0	2 313 188,0									
Total des PPT	9 215 092,0	10 405 000,0	9 520 000,0	7 220 000,0	7 206 812,0	2 313 188,0									

**Commentaires sur les écarts :** On a mis un terme au PDME-Industrie en décembre 2004. Aucune nouvelle demande n'a été approuvée depuis mars 2004. Les contrats seront respectés, et les derniers paiements seront effectués en mars 2006. En 2004-2005, le programme a été réduit de 4,5 millions de dollars.

**Résultats importants d'évaluation et adresse électronique de la dernière évaluation :** La dernière évaluation a été réalisée dans le cadre du renouvellement, par le Conseil du Trésor, du PDME-Associations en mars 2005. Nous évaluons actuellement les répercussions des recommandations formulées lors de l'évaluation. La réponse de la direction devrait être publiée sur le site Web du Ministère d'ici la fin de l'été 2005.

Tableau 8B : Politique sur les normes de service applicables aux frais d'utilisation externes

**Résultats en matière de rendement** : La délivrance de licences non achevées dans un délai de 15 minutes suivant la présentation de la demande, si la demande ne présente pas de problème, a été respectée dans 95 % des cas.

Le traitement des demandes de licences courantes dans un délai de deux jours ouvrables a été respecté dans 95 % des cas.

Le traitement dans un délai de quatre heures (jour ouvrable) des demandes de licences qui sont automatiquement achevées a été respecté dans 90 % des cas.

L'examen des demandes standards a été respecté dans 90 % des cas.

Le traitement des demandes standards a été respecté dans 85 % des cas.

**Consultation auprès des parties intéressées** : S.O.

**Autres renseignements** : S.O.

**Nota :**

1. Tel qu'établi en vertu de la Politique sur les normes de services applicables aux frais d'utilisation externes :
  - les normes de service peuvent ne pas avoir fait l'objet d'une revue parlementaire;
  - les normes de service peuvent ne pas respecter toutes les exigences d'établissement relatives aux normes de rendement en vertu de l'ACD (p. ex. comparaison internationale, adresse indépendante pour les plaintes);
  - les résultats en matière de rendement ne sont pas légalement assujettis à l'article 5.1 de l'ACD sur les réductions des frais pour défaut.

Tableau 9 : Renseignements sur les dépenses de projets (en millions de dollars)

Secteur d'activités	2002 - 2003			2003 - 2004			2004 - 2005		
	Coût total estimatif	Dépenses réelles	Dépenses (\$)	Dépenses réelles	Dépenses (\$)	Budget principal	Dépenses prévues	Total des autorisations (\$)	Dépenses réelles (\$)
Promotion du commerce international	16,5	S.O.	4,5	4,0	7,3	7,5	7,5	7,5	7,5
Délégué commercial virtuel	16,5	S.O.	4,5	4,0	7,3	7,5	7,5	7,5	7,5
Partie II	16,5	S.O.	4,5	4,0	7,3	7,5	7,5	7,5	7,5

Tableau 8B : Politique sur les normes de service applicables aux frais d'utilisation externes

Frais d'utilisation externes : frais chargés pour le traitement des demandes d'accès présentées en vertu de la Loi sur l'accès à l'information

Norme de service : Le cadre est présentement en cours d'élaboration par le SCT. Pour plus de renseignements, consultez le site <http://lois.justice.gc.ca/fr/A-1/index.html>

Résultats en matière de rendement : Délais législatifs respectés dans 65 % des cas.

Consultation des intervenants : La norme de service est établie par la Loi sur l'accès à l'information et son Règlement. Des consultations auprès des intervenants ont été entreprises sur les modifications apportées en 1986 et 1992.

Autres renseignements : Trois plaintes concernant des délais ont été déposées au Bureau du Commissaire à l'information du Canada. Elles ont toutes été résolues à la satisfaction du Commissaire à l'information.

Lorsque le total des frais ne dépasse pas 25 \$ par demande, le Ministère a pour politique d'exonérer le requérant. On a observé une importante augmentation du nombre de reprises où les frais ont été exonérés en 2004-2005 en raison de l'incapacité du Ministère à répondre aux requérants dans les délais législatifs prévus.

Frais d'utilisation externes : Droits pour les licences d'importation et d'exportation

**Normes de service :** Délivrer les licences non achevinées dans un délai de 15 minutes suivant la présentation de la demande, si la demande ne présente pas de problème (on compte 10 minutes pour le traitement et 5 minutes pour le transfert de la licence d'importation au Système de soutien de la mainlevée accélérée des expéditions commerciales (SSMAEC) de l'Agence des services frontaliers du Canada). Le message de réponse sera envoyé à l'expéditeur dès qu'il sera émis. Le délai d'exécution total sera fonction de la rapidité avec laquelle le client signera et recevra les réponses.

Traiter les demandes de licences courantes envoyées par télécopieur, courrier ou service de messagerie dans un délai de deux jours ouvrables.

Traiter dans un délai de quatre heures (jour ouvrable) les demandes de licences d'importation et d'exportation qui sont automatiquement achevinées vers les agents de la Direction générale ou dont le requérant a demandé qu'elles soient examinées par un agent, si aucune information ou documentation supplémentaire n'est nécessaire.

Examiner rapidement les demandes de licences d'importation et d'exportation qui ne peuvent être remplies par voie électronique, aviser les requérants dans un délai de quatre heures s'ils doivent fournir des pièces justificatives ou des renseignements additionnels et résoudre toute question en suspens aussi vite que possible.

En ce qui concerne les biens stratégiques, traiter dans un délai de cinq jours ouvrables les demandes de licences d'exportation pour des biens stratégiques soumis à un contrôle, qui sont présentées par des exportateurs admissibles ayant produit toutes les pièces justificatives requises, lorsqu'il n'est pas nécessaire de mener des consultations à l'extérieur de la Direction générale des contrôles à l'exportation et à l'importation. Lorsque des consultations sont nécessaires, les demandes de ce type seront traitées dans un délai de 30 jours.

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**Pour les contacts étrangers participants :**

- 69 % ont une meilleure connaissance de l'environnement commercial et des occasions commerciales au Canada.

**Autres renseignements :**

Le partage des coûts des initiatives du FSC a été financé par les frais de recouvrement des coûts versés aux missions, les fonds obtenus, les fonds des programmes du FSC ou les fonds reçus des clients partenaires.

**Atteinte des résultats :**

L'atteinte des résultats est stimulée par les résultats clés ministériels associés à la promotion du commerce international et les priorités stratégiques ministérielles.

- Offrir une prestation efficace des services de promotion du commerce international par l'amélioration de la qualité, de la rapidité et de la cohérence des services dispensés aux clients canadiens, l'expansion de la variété des services dispensés aux clients actuels, le renforcement de la relation avec les contacts locaux et une meilleure intégration des activités auprès des partenaires canadiens dans les secteurs prioritaires.

- Fournir des renseignements commerciaux de meilleure qualité, y compris les débouchés d'affaires relatifs à l'exportation et au développement, à l'investissement et la science et la technologie, et des renseignements sur le marché local, y compris les obstacles, règlements, nouvelles tendances et événements futurs.

- Accroître la sensibilisation aux occasions sur le marché local en augmentant le nombre de contacts locaux viables, en augmentant le nombre de débouchés relatifs à l'exportation et au développement, à l'investissement, et à la science et la technologie sur les marchés actuels, en augmentant les partenariats technologiques et en améliorant l'attrait des investissements, la rétention et le réinvestissement.

- Accroître la visibilité des produits et des services canadiens en développant et en augmentant la sensibilisation et l'intérêt parmi les contacts locaux aux capacités, technologies et processus, à l'éducation, aux arts et aux industries culturelles du Canada.

- Élargir la base des entreprises canadiennes actives sur les marchés mondiaux en sensibilisant et en développant l'intérêt des clients canadiens sur le marché local, en augmentant le nombre de clients canadiens prêts à l'exportation actifs sur le marché local, en étendant la portée des services aux clients pour y inclure les investissements et la science et la technologie, en développant les exportations et la base d'exportation en mettant davantage l'accent sur les services et la technologie, et en augmentant le travail de collaboration avec les clients partenaires afin d'obtenir des résultats pour les clients commerciaux.

**Notes :**

1. Recueillis par les missions dans le cadre des initiatives du Fonds de service à la clientèle
2. Engagés dans les revenus recueillis par les missions dans le cadre des initiatives du Fonds de service à la clientèle.

2004 - 2005		Années de planification			
Revenu prévu	Revenu réel	Coût total	Exercice financier	Revenu prévu	Coût estimatif total

1 000,0	1 140,0 <sup>1</sup>	1 138,0 <sup>2</sup>	2005 - 2006	950,0	950,0
			2006 - 2007	950,0	950,0
			2007 - 2008	900,0	900,0
<b>Total</b>	<b>1 000,0</b>	<b>1 140,0</b>	<b>Total</b>	<b>2 800,0</b>	<b>2 800,0</b>

**Norme de rendement 2004 - 2005 :**  
La norme de rendement est stimulée par les résultats clés ministériels associés à la promotion du commerce international et les priorités stratégiques ministérielles.

**Pour les clients commerciaux :**

1. élargir et acquérir un réseau de nouveaux contacts locaux clés;
2. renseignements commerciaux de meilleure qualité;
3. sensibilisation accrue aux nouvelles occasions sur le marché local;
4. recherche active de débouchés commerciaux, en investissement, et en science et technologie;
5. étendre et diversifier les produits et services sur les marchés étrangers.

**Pour les contacts étrangers :**

6. sensibilisation accrue et meilleure connaissance de l'environnement commercial et des occasions commerciales.

**Résultats en matière de rendement 2004 - 2005 :** En 2004-2005, plus de 1 700 initiatives ont été entreprises dans les missions dans le cadre du programme du Fonds de service à la clientèle (FSC). Environ 700 de ces initiatives ont impliqué la coordination ou la participation à des foires commerciales.

**Pour les clients commerciaux participants :**

- 52 % ont « grandement » ou « sensiblement » élargi leur réseau de nouveaux contacts locaux clés;
- 68 % ont profité de renseignements commerciaux de meilleure qualité sur les débouchés des marchés locaux en ce qui a trait à l'exportation et au développement, à l'investissement, et à la science et la technologie;
- 51 % ont une connaissance accrue des nouvelles occasions sur le marché local;
- 64 % ont commencé à rechercher de nouvelles occasions;
- 69 % ont étendu ou diversifié leurs produits et services sur le marché cible.

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2004 - 2005					
Années de planification					
Revenu prévu	Revenu réel	Coût total	Exercice financier	Revenu prévu	Coût estimatif total
17 000,0	18 534,0	8 790,0	2005 - 2006	6 900,0	8 969,0
		8 790,0	2006 - 2007	7 000,0	8 900,0
		8 790,0	2007 - 2008	7 100,0	8 900,0
Total	18 534,0	8 790,0	Total	21 000,0	26 769,0

Norme de rendement 2004 - 2005 : Les normes de rendement sont disponibles sur le site <http://www.international.gc.ca/eicb/ServiceGoals-en.asp>.

#### Résultats en matière de rendement 2004 - 2005 :

Un total de 1 060 940 licences d'importation et d'exportation ont été délivrées en 2004-2005. Ce total comprend 964 055 licences d'importation et 96 885 certificats ou licences d'exportation. Des renseignements détaillés sont publiés annuellement dans le rapport annuel sur la Loi sur les licences d'exportation et d'importation (déposé devant le Parlement).

#### Autres renseignements 2004 - 2005 :

La délivrance des licences d'importation et d'exportation est essentielle au contrôle de l'importation et de l'exportation des biens définis par la Loi sur les licences d'exportation et d'importation. Le prix d'une licence d'exportation est de 9 dollars si elle est délivrée par un courtier, et de 14 dollars si elle est émise par le Ministère. Le prix d'une licence d'importation dépend de la valeur des biens expédiés. Les recettes perçues au titre des licences d'importation et d'exportation sont non disponibles et versées directement au Trésor.

#### Frais d'utilisation : Foires et missions commerciales

Le Ministère offre aux entreprises canadiennes la possibilité de participer à des foires ou à des missions commerciales en vue de les aider à s'implanter sur les marchés étrangers dans des secteurs définis comme prioritaires par les missions canadiennes à travers le monde. Le soutien à la participation aux foires commerciales comprend des kiosques prêts à installer, tandis que le soutien aux missions commerciales comprend les transports, les services de traduction, la location de chambres, les réceptions, etc. Ces dépenses sont recouvrées en bonne partie au moyen des frais de participation que doivent verser les participants.

#### Type de frais :

Autres produits et services (A), recouvrement des coûts

#### Pouvoir d'établissement de frais :

Autorisation de crédit net du CT – Foires et missions commerciales

#### Dernière modification :

Date d'introduction : 21 mars 1996

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Tableau 8A : Frais d'utilisation (en milliers de dollars)

Frais d'utilisation : Loi sur l'accès à l'information et Loi sur la protection des renseignements personnels

Frais chargés pour le traitement des demandes d'accès présentées en vertu de la Loi sur l'accès à l'information

Type de frais :

Autre

Pouvoir d'établissement de frais :

Loi sur l'accès à l'information

Dernière modification :

1992

2004 - 2005					
Planning Years					
Revenu	Revenu	Coût	Exercice	Revenu	Coût
prévu	réel	total	financier	prévu	estimatif
2004 - 2005					
Total					
2,0	0,8	96,0	Total	6,0	727,0
2,0	0,8	96,0	2005 - 2006	2,0	222,0
			2006 - 2007	2,0	256,0
			2007 - 2008	2,0	249,0

**Norme de rendement 2004 - 2005 :** Le cadre est présentement en cours d'élaboration par le SCT. Pour plus de renseignements, consultez le site <http://lois.justice.gc.ca/fr/A-1/index.html>.

**Résultats en matière de rendement 2004 - 2005 :** Délais législatifs respectés dans 65 % des cas.

**Autres renseignements :** Lorsque le total des frais ne dépasse pas 25 \$ par demande, le Ministère a pour politique d'exonérer le requérant. On a observé une importante augmentation du nombre de reprises où les frais ont été exonérés en 2004-2005 en raison de l'incapacité du Ministère à répondre aux demandeurs dans les délais législatifs prévus.

Frais d'utilisation : Prix des licences d'importation et d'exportation

Type de frais :

Service réglementaire

Pouvoir d'établissement de frais :

Loi sur les licences d'exportation et d'importation

Dernière modification :

16 mai 1995

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Tableau 7 : Besoins en ressources par secteur (en millions de dollars)

Secteur	Promotion du commerce international	Politique commerciale	Promotion de l'investissement	Services ministériels
<b>Cabinet du ministre et du sous-ministre</b>				
Budget principal	3 989,0			3 989,0
Dépenses prévues	3 989,0			3 989,0
Total des autorisations	4 854,8			4 854,8
Dépenses réelles	2 997,6			2 997,6
<b>Services juridiques</b>				
Budget principal	2 621,3			2 621,3
Dépenses prévues	2 621,3			2 621,3
Total des autorisations	2 615,3			2 615,3
Dépenses réelles	2 225,6			2 225,6
<b>Politique commerciale</b>				
Budget principal	42 058,7			42 058,7
Dépenses prévues	42 058,7			42 058,7
Total des autorisations	106 175,0			106 175,0
Dépenses réelles	102 575,0			102 575,0
<b>Promotion du commerce international</b>				
Budget principal	92 398,0			92 398,0
Dépenses prévues	92 398,0			92 398,0
Total des autorisations	91 886,5			91 886,5
Dépenses réelles	85 886,1			85 886,1
<b>Partenariats d'investissement</b>				
Budget principal	5 709,0			5 709,0
Dépenses prévues	5 709,0			5 709,0
Total des autorisations	6 062,2			6 062,2
Dépenses réelles	7 516,4			7 516,4
<b>Services ministériels</b>				
Budget principal	21 600,0			21 600,0
Dépenses prévues	21 600,0			21 600,0
Total des autorisations	22 918,0			22 918,0
Dépenses réelles	7 626,1			7 626,1

Tableau 6 : Sources des revenus disponibles et des revenus non disponibles

## Revenus disponibles

Secteur d'activités	2002 - 2003	2003 - 2004	Budget principal	Dépenses prévues	Total des autorisations	Actual
	Dépenses réelles	Dépenses réelles				

2004 - 2005

Promotion du commerce international	0,0	1,1	3,1	3,1	3,1	1,2
Foires sectorielles et commerciales/missions dans le secteur de la technologie						
Politique commerciale	0,0	0,0	0,0	0,0	0,0	0,0
Promotion de l'investissement						
Programme d'échanges internationaux pour les jeunes	0,0	0,0	0,0	0,0	0,0	0,0
Services ministériels						
Services de télécommunications	0,0	0,0	0,0	0,0	0,0	0,0
Services de formation	0,0	0,0	0,0	0,0	0,0	0,0
Services immobiliers à l'étranger	0,0	0,0	0,0	0,0	0,0	0,0
Total des revenus disponibles	0,0	1,1	3,1	3,1	3,1	1,2
Revenus non disponibles						
Promotion du commerce international	0,0	2,9	2,5	2,5	2,9	2,4
Contributions remboursées en vertu du Programme de développement des marchés d'exportation						
Redressement de dépenses des années antérieures	0,0	0,0	0,0	0,0	0,0	0,1
Politique commerciale						
Prix des licences, bois d'œuvre résineux	0,0	0,0	0,0	0,0	0,0	0,0
Droits au titre des licences d'importation et d'exportation	0,0	16,3	17,0	0,0	16,3	18,6
Promotion de l'investissement						
Redressement de dépenses des années antérieures	0,0	0,0	0,0	0,0	0,0	0,0
Services ministériels						
Part du loyer et des frais de transport, employés	0,0	0,0	5,8	5,8	0,0	0,0
Ventes de propriétés et autres biens	0,0	0,0	0,0	0,0	0,0	0,0
Redressement de dépenses des années antérieures	0,0	0,0	1,0	1,0	0,0	2,3
Services fournis au Bureau des passeports	0,0	0,0	1,0	1,0	0,0	0,0
Gains au titre des opérations de change	0,0	0,0	0,0	0,0	0,0	0,0
Autre	0,0	0,0	0,0	0,0	0,0	0,0
Total des revenus non disponibles	0,0	19,2	26,3	26,3	26,3	23,5

Les chiffres étant arrondis, leur somme ne correspond pas nécessairement aux totaux indiqués.

Tableau 4 : Coût net pour le Ministère (en millions de dollars)

2004 - 2005

Dépenses réelles	208,8
Plus : Services reçus à titre gracieux	
Locaux fournis par Travaux publics et Services gouvernementaux Canada (TPSGC)	3,4
Contributions de l'employeur aux primes du régime d'assurance des employés et dépenses payées par le SCT (excluant les fonds renouvelables)	5,2
Indemnités aux victimes d'accidents de travail fournies par Développement social Canada	0,1
Traitements et dépenses connexes liés aux services juridiques fournis par Justice Canada	0,1
Total	8,8
Moins : Revenus non disponibles	23,5
<b>Coût net pour le Ministère en 2004 - 2005</b>	<b>194,1</b>

Tableau 5 : Passif éventuel

Passif éventuel	31 mars 2004	31 mars 2005
Réclamations et poursuites en instance ou imminentes	340,9	0,0
<b>Total</b>	<b>340,9</b>	<b>0,0</b>

En date du 31 mars 2005, il n'y avait aucun passif éventuel contre le ministère des Affaires étrangères et du Commerce international (Commerce international).

Tableau 3 : Postes votés et législatifs (en millions de dollars)

Poste voté (V) ou législatif (L)	Libellé tronqué du poste voté ou législatif	Budget principal	Dépenses prévues	Total des autorisations	Dépenses réelles

2004 - 2005

1	Dépenses de fonctionnement	133,0	149,9	157,9	133,0
5	Dépenses en capital	0,0	1,3	0,0	0,0
10	Subventions et contributions	17,2	17,2	61,7	60,8
(L)	Ministre du Commerce international - Traitement et allocation pour automobile	0,1	0,0	0,1	0,1
(L)	Paiements en vertu de la Loi sur la pension spéciale du service diplomatique	0,0	0,0	0,0	0,0
(L)	Contributions aux avantages sociaux des employés	18,1	0,0	14,5	14,5
(L)	Fonds renouvelable de Passeport Canada	0,0	0,0	0,0	0,0
(L)	Remboursement de montants crédités aux revenus d'années antérieures	0,0	0,0	0,4	0,4
(L)	Frais d'agences de recouvrement	0,0	0,0	0,0	0,0
(L)	Dépenses des produits de la vente de biens excédentaires de l'État	0,0	0,0	0,0	0,0
(L)	Pertes sur taux de change	0,0	0,0	0,0	0,0
<b>Total</b>		<b>168,4</b>	<b>168,4</b>	<b>234,6</b>	<b>208,8</b>

Tableau 2 : Utilisation des ressources par secteur d'activités (en millions de dollars)

2004 - 2005									
Secteur d'activités :	Budgetaire								
	Plus : Non budgétaire	Prêts, investis- sements et avances	Total : Dépenses budgétaires nettes	Moins : Revenus disponibles	Total : Dépenses budgétaires brutes	Subventions et contributions	Immobilisations	Fonctionnement	Total

## Promotion du commerce international

Budget principal	92,4	0,0	92,4	3,1	95,4	16,7	0,0	78,7	92,4
Dépenses prévues	92,4	0,0	92,4	3,1	95,4	16,7	0,8	77,9	92,4
Total des autorisations	91,9	0,0	91,9	3,1	95,0	11,8	0,0	83,2	91,9
Dépenses réelles	85,9	0,0	85,9	1,2	87,0	10,9	0,0	76,1	85,9

## Politique commerciale

Budget principal	44,7	0,0	44,7	0,0	44,7	0,5	0,0	44,2	44,7
Dépenses prévues	44,7	0,0	44,7	0,0	44,7	0,5	0,5	43,7	44,7
Total des autorisations	108,8	0,0	108,8	0,0	108,8	50,0	0,0	58,8	108,8
Dépenses réelles	104,8	0,0	104,8	-	104,8	50,0	0,0	54,8	104,8

## Promotion de l'investissement

Budget principal	5,7	0,0	5,7	0,0	5,7	0,0	0,0	5,7	5,7
Dépenses prévues	5,7	0,0	5,7	0,0	5,7	0,0	0,0	5,7	5,7
Total des autorisations	6,1	0,0	6,1	0,0	6,1	0,0	0,0	6,1	6,1
Dépenses réelles	7,5	0,0	7,5	0,0	7,5	0,0	0,0	7,5	7,5

## Services ministériels

Budget principal	25,6	0,0	25,6	0,0	25,6	0,0	0,0	25,6	25,6
Dépenses prévues	25,6	0,0	25,6	0,0	25,6	0,0	0,0	25,6	25,6
Total des autorisations	27,8	0,0	27,8	0,0	27,8	0,0	0,0	27,8	27,8
Dépenses réelles	10,6	0,0	10,6	0,0	10,6	0,0	0,0	10,6	10,6

Les chiffres étant arrondis, leur somme ne correspond pas nécessairement aux totaux indiqués.

## 3.2 Renseignements financiers

Tableau 1 : Comparaison des dépenses prévues aux dépenses réelles (y compris les équivalents temps plein) (en millions de dollars)

2004 - 2005	Total des dépenses autorisations	Dépenses prévues	Budget principal	2003 - 2004	
				Dépenses réelles**	Dépenses réelles

## Secteur d'activités

Promotion du commerce international	0,0	92,5	92,4	92,4	91,9	85,9
Politique commerciale*	0,0	58,3	44,7	44,7	108,8	104,8
Promotion de l'investissement	0,0	5,8	5,7	5,7	5,7	6,1
Services ministériels**	0,0	23,0	25,6	25,6	27,8	10,6
<b>Total</b>	<b>0,0</b>	<b>179,6</b>	<b>168,4</b>	<b>168,4</b>	<b>234,6</b>	<b>208,8</b>

<b>Total</b>	<b>0,0</b>	<b>179,6</b>	<b>168,4</b>	<b>168,4</b>	<b>234,6</b>	<b>208,8</b>
Moins : revenus non disponibles	0,0	19,2	26,3	26,3	19,2	23,5
Plus : coût des services reçus à titre gracieux*	0,0	8,0	13,3	13,3	13,3	8,8
<b>Coût net pour le Ministère</b>	<b>0,0</b>	<b>168,4</b>	<b>155,4</b>	<b>155,4</b>	<b>228,7</b>	<b>194,1</b>
<b>Equivalents temps plein</b>	<b>S.O.</b>	<b>1 210,0</b>	<b>1 259,0</b>	<b>1 316,0</b>		

## Notes explicatives :

\* L'écart entre le Budget principal des dépenses et le Total des autorisations est principalement attribuable au Budget supplémentaire des dépenses, la majeure partie représentant les remises aux gouvernements provinciaux en vertu de l'Accord canado-américain sur le bois d'œuvre résineux de 1996-2001, ainsi qu'un rajustement pour couvrir les contributions au Programme intégré conjoint d'assistance technique de l'OMC.

Dans le présent tableau, le Secteur d'activités Politique commerciale comprend le Bureau du droit commercial.

\*\* Dans le présent tableau, le Secteur d'activités Services ministériels comprend les cabinets du ministre et du sous-ministre du Commerce international.

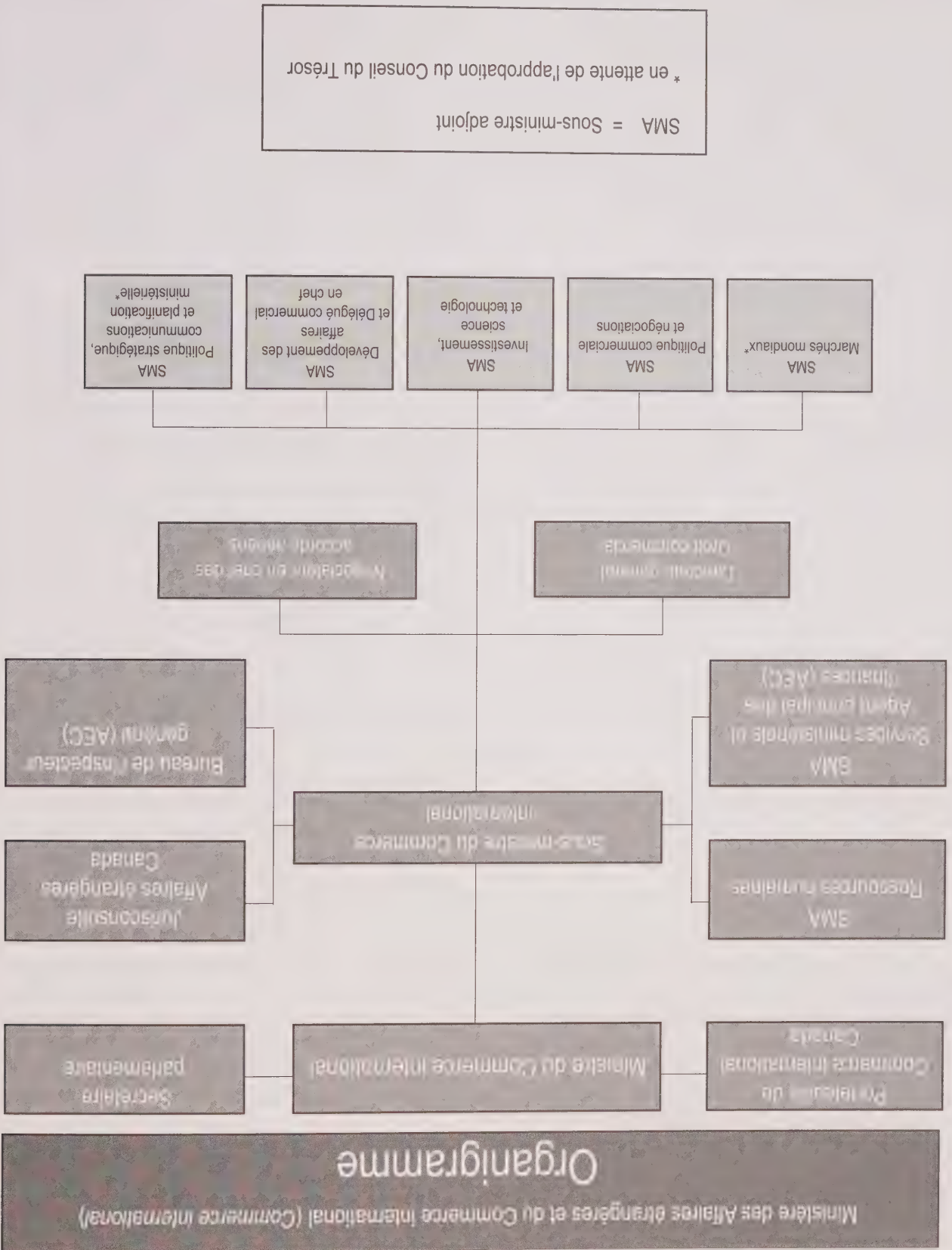
L'écart entre les dépenses prévues et les dépenses réelles pour le Secteur d'activités Services ministériels est attribuable à l'allocation pour les services partagés entre les composantes Affaires étrangères et Commerce international du Ministère.

Les services reçus sans frais comprennent habituellement les locaux fournis par Travaux publics et Services gouvernementaux Canada (TPSGC), la partie de l'employeur des primes d'assurance et les dépenses payées par le SCT (excluant les fonds renouvelables), les indemnités aux victimes d'accidents de travail fournies par Développement social Canada ainsi que les services reçus du ministère de la Justice (voir le tableau 4).

Comme mentionné, le Ministère des Affaires étrangères et du Commerce international (*Commerce international*) a été établi en tant que ministère séparé le 12 décembre 2003. Ainsi, comme le Ministère des Affaires étrangères et du Commerce international (*Commerce international*) n'existait pas à la date des comptes publics 2002-2003, aucun montant n'apparaît dans la colonne des dépenses réelles 2002-2003.

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ministre et tous les sous-ministres adjoints. Les observateurs extérieurs (tels que les représentants du Secrétariat du Conseil du Trésor) sont invités à participer aux réunions du Comité.

### 3.1.3 Gestion du portefeuille

- la Corporation commerciale canadienne, une société d'Etat mère créée en vertu de l'annexe III de la *Loi sur la gestion des finances publiques*. Il s'agit d'un organisme de ventes destinées à l'exportation qui travaille à élargir le commerce international du Canada;
- le Secrétariat de l'Accord de libre-échange nord-américain (section canadienne), un organisme du gouvernement du Canada créé en vertu de l'annexe 1.1 de la *Loi sur la gestion des finances publiques*. Le Secrétariat aide à gérer les dispositions sur le règlement des différends de l'Accord de libre-échange nord-américain.

Nous entretenons des relations sans lien de dépendance avec trois organismes à l'extérieur de notre structure de gouvernance directe. Malgré un degré formel d'indépendance, ils font rapport périodiquement au ministre du Commerce international. L'établissement d'un rapport hiérarchique nous permet de comprendre la façon dont les organismes contribuent aux objectifs stratégiques généraux du gouvernement du Canada. Chaque organisme produit ses propres plans annuels et fait rapport de son rendement dans un rapport annuel ou un Rapport ministériel sur le rendement. Des renseignements sur les résultats et les engagements précis sont disponibles sur leurs sites Web, lesquels sont énumérés dans la section 4.1 ci-dessous.

Les organismes externes qui font rapport au ministre du Commerce international sont :

- Exportation et développement Canada, une société d'Etat mère créée en vertu de l'annexe III de la *Loi sur la gestion des finances publiques*. Il s'agit d'une institution financière qui fournit aux exportateurs et aux investisseurs canadiens des services financiers et des services d'assurance liés au commerce. Ses services comprennent l'utilisation du Compte du Canada, autorisé par le ministre du Commerce international, lequel est utilisé pour appuyer les transactions externes que la Corporation est incapable d'appuyer. Le Compte du Canada fait partie de notre Architecture des activités de programme;

de la planification ministérielle. Il est à noter que le Secteur des marchés mondiaux et le Secteur de la politique stratégique, des communications et de la planification ministérielle attendent toujours l'approbation du Conseil du Trésor. Cette description représente donc la structure organisationnelle prévue.

Les sous-ministres adjoints sont responsables des principaux domaines d'activités de programme. La responsabilisation sous le niveau de poste du sous-ministre adjoint est gouvernée par l'architecture des activités de programme du Ministère. Les directeurs généraux sont responsables de la gestion et de la réalisation des sous-activités. Les directeurs généraux sont secondés par les directeurs, lesquels sont responsables des programmes individuels.

Le Ministère est composé des secteurs suivants :

- le Secteur de la politique commerciale et des négociations;

- le Bureau du droit commercial;

- le Secteur de la promotion du commerce (y compris 12 bureaux régionaux partout au Canada);

- le Secteur des marchés mondiaux (en attente de l'approbation du Conseil du Trésor);

- le Secteur de l'investissement, de la science et de la technologie;

- le Secteur de la politique stratégique, des communications et de la planification ministérielle (en attente de l'approbation du Conseil du Trésor).

### 3.1.1 Gouvernance de notre planification commerciale

Au niveau du Ministère, c'est le Comité exécutif, présidé par le sous-ministre, qui dirige le processus de planification. En général, à l'occasion d'une réunion de réflexion qui a lieu au début de l'automne, on convient d'un ensemble de priorités et d'objectifs stratégiques. Ces derniers sont reformulés en une série d'instructions qui sont ensuite remises à tous les gestionnaires

### 3.1.2 Bureau de l'inspecteur général

du Ministère. On demande aux gestionnaires de programmes dans les bureaux commerciaux à l'étranger de fournir des commentaires afin d'assurer que leurs buts coïncident avec les priorités du Ministère et du gouvernement du Canada. Pour soutenir la prise de décisions et l'allocation des ressources, les gestionnaires de programmes préparent un plan annuel des activités dans lequel sont identifiées l'utilisation des ressources, le contexte économique de leur domaine de responsabilité respectif, les principales activités prévues et les résultats attendus. Ces plans forment la base d'un dialogue avec les ministères partenaires sur les priorités stratégiques et les exigences en matière de ressources. À l'issue des discussions, l'information est utilisée pour l'établissement du processus de planification pour l'établissement du processus de planification et la préparation du *Rapport sur les plans et les priorités* et du *Rapport ministériel sur le rendement*. En 2005-2006, nous examinerons nos processus de planification des activités en vue de mettre de plus en plus l'accent sur les résultats atteints (résultats), et non seulement sur les activités (extrants).

Afin de nous assurer que tous nos programmes sont gérés correctement, le Bureau de l'inspecteur général réalise des vérifications périodiques des programmes. Ces vérifications fournissent des renseignements objectifs que nous utilisons pour évaluer la solidité de notre cadre de gestion et de contrôle. La Direction de l'évaluation du Ministère fournit des renseignements fondés sur des preuves afin de déterminer dans quelle mesure les programmes atteignent les résultats énoncés. La Direction travaille également avec les gestionnaires à l'élaboration de cadres de gestion fondée sur les résultats et de cadres de responsabilisation pour plusieurs domaines de programmes. Ces cadres aident les gestionnaires à faire le suivi et à surveiller le progrès des cycles de vie de leurs programmes.

La haute direction se tient au courant des importantes questions d'actualité par l'intermédiaire du Comité de vérification et d'évaluation. Le Comité examine et approuve le plan annuel de vérification et d'évaluation, conseille au Bureau de l'inspecteur général de mener des examens, et prend connaissance et discute des résultats des récents rapports de vérification et d'évaluation. Le Comité est présidé en rotation par le sous-



### 3.1 Renseignements organisationnels

Le ministre du Commerce international est l'honorable James Scott Peterson, C.P., député. Il est responsable entre autres de la politique commerciale et de la politique sur l'investissement et de sa promotion, ainsi que de la science et de la technologie internationales. Il est secondé par Mark Eysking, député, secrétaire parlementaire (marchés émergents).

Le ministre du Commerce international assume ses responsabilités en réalisant de nombreuses activités, notamment :

- l'élaboration d'une politique commerciale et économique;
- l'engagement actif auprès d'intervenants provinciaux, territoriaux, commerciaux et sociaux pour faciliter, stimuler et maintenir la participation des Canadiens dans l'élaboration et la mise en œuvre du programme commercial canadien;
- la gestion des relations commerciales bilatérales, régionales et multilatérales;

- le leadership des initiatives de promotion du commerce international et des initiatives relatives à l'investissement du gouvernement du Canada;
- la promotion de courants scientifiques et technologiques auprès des entreprises et des pays étrangers;
- la gestion et l'administration de la *Loi sur les licences d'exportation et d'importation*;
- l'apport de financement pour les transactions d'exportation.

Le ministre du Commerce international est secondé par le sous-ministre et cinq sous-ministres adjoints et deux sous-ministres adjoints associés. Quatre sous-ministres adjoints élaborent des politiques et des initiatives afin d'atteindre les objectifs globaux des quatre principaux secteurs du Ministère, soit ceux de la politique commerciale, de la promotion du commerce international, des partenariats d'investissement et des marchés mondiaux. Le Secteur des marchés mondiaux intègre les ressources commerciales du Canada à l'étranger et fournit des analyses régionales et nationales servant à faire connaître le travail des trois autres secteurs. Le cinquième sous-ministre adjoint est responsable de la politique stratégique, des communications et



- conformément à la nouvelle *Loi sur la modernisation de la fonction publique*, il a entrepris de mettre sur pied des moyens plus rapides et informels de régler les différends et d'appliquer le modèle de relations syndicales-patronales. Les réalisations comprennent la création d'un nouveau comité syndical-patronal et la mise en place de modes extrajudiciaires de règlement des différends.
- La réalisation suivante mérite d'être mentionnée même si elle ne correspond pas aux priorités établies.
  - L'affectation temporaire d'un agent du développement commercial dans la zone touchée par le tsunami qui a frappé l'Océan Indien a facilité la détermination des besoins en approvisionnement d'urgence offerts par les fabricants canadiens. De plus, le Ministère a mis sur pied un groupe de travail interministériel (dont un site Web réservé à cette fin) pour le développement d'une mission commerciale permettant de fournir du matériel de construction et de l'hébergement dans le cadre des efforts de secours et de reconstruction.
- il a géré avec succès la grève de l'Alliance de la Fonction publique du Canada en octobre 2004 dans une atmosphère relativement bonne;
  - il a introduit des objectifs pangouvernementaux liés à la modernisation des ressources humaines, à la diversité de l'effectif, aux langues officielles et à l'apprentissage. Les réalisations accomplies dans ces domaines comprennent l'élaboration d'une feuille de route des valeurs et de l'éthique et l'introduction d'un programme de formation sur la diversité et le recrutement impartial. Le Ministère a également élaboré et mis en place une stratégie de formation en langues officielles, et chaque mission a maintenu clairement nommé un agent responsable des langues officielles, lequel a reçu une formation pour appuyer les exigences et la politique relatives aux langues officielles. De plus, la nouvelle stratégie de recrutement du Ministère renferme des dispositions qui permettent d'aborder l'équité en matière d'emploi pour les groupes désignés par l'intermédiaire de promotions internes accélérées. La campagne de recrutement de 2005 a été conçue pour aborder précisément le besoin de représentation accrue des groupes visés par l'équité en matière d'emploi dans certains groupes professionnels, en particulier dans le groupe EX.

- il a continué à améliorer les conditions de travail et les conditions de vie des employés affectés à l'étranger lorsque l'infrastructure ne respectait pas les normes canadiennes. Selon l'expérience récente du personnel de mission, une stratégie a été élaborée afin d'aborder les questions financières, l'hébergement, l'éducation, l'aide aux conjoints, les soins aux enfants et un soutien supplémentaire aux employés dans les missions faisant face à des situations difficiles telles que les évacuations d'urgence. Des travaux sont en cours au Conseil du Trésor et chez les agents négociateurs pour aborder plusieurs de ces questions. À la suite d'un examen des indices de prix à la consommation, le Ministère a réduit les frais d'hébergement pour plus de 95 % du personnel canadien dans les missions à l'étranger. Afin d'aborder les taux élevés de vacance dans les nouvelles missions aux États-Unis, des mesures spéciales sont prises pour s'assurer que les indemnités reflètent le coût réel de la vie aux États-Unis;
- il a réussi à introduire des initiatives permettant de reconnaître, de valoriser et d'apprendre de l'expérience du personnel rentrant d'affectations. Un sondage a été envoyé à tout le personnel ren- trant au pays afin de dégager les questions cruciales, et une réception de bienvenue a été organisée pour les rapatriés et leurs conjoints du ministère des Affaires étrangères et du Commerce interna- tional, de l'Agence canadienne de développement international et de Citoyenneté et Immigration Canada. Un séminaire d'une journée intitulé « Apprendre par l'expérience » a également été organisé pour les rapatriés de l'Amérique latine;
- il a poursuivi la mise en œuvre du projet de modèle de soutien accru à l'étranger afin d'améliorer la gestion de l'information et le soutien technologique dans les missions. Le portail d'ap- prentissage GIT, qui offre au personnel dans les missions le même accès à la formation qu'à Ottawa, a été créé et commercialisé par l'intermé- diaire de cours de formation en mission.
- Afin d'offrir un milieu de travail favorable et productif qui permet aux employés de faire de leur mieux, le Ministère a entrepris les activités suivantes :

de la nouvelle norme de classification et ses réper- cussions sur les employés concernés ont été divul- guées à grande échelle lors de courtes séances d'information en groupe animées par la direction. Environ 25 séances ont eu lieu en janvier 2005. De plus, des renseignements utiles aux employés, tels que les questions les plus fréquemment posées, ont été affichés sur le site intranet du Ministère. Les nouvelles convention et la structure à quatre niveaux du Service extérieur entraîneront un important changement dans la gestion du groupe FS et sont des composantes clés de la stratégie globale de modernisation et de dynami- sation du Service extérieur canadien.

- Afin de s'assurer d'un effectif dévoué et hautement qualifié au bon endroit au bon moment, le Ministère a entrepris les activités suivantes :
- il a établi des profils de compétences pour les groupes CO, ES et EX et la plupart des postes de chef de mission (HOM) et d'agent-gestionnaire consulaire (AGC);

- Un nouveau cours en ligne (« Un an dans la vie d'un directeur »), portant sur les principes de gestion des ressources humaines et financières, a été dispensé aux gestionnaires nouvellement nommés, et un programme pour les adjoints administratifs nouvellement recrutés a été présenté et achevé. De plus, les employés ont continué sur le chemin de la réussite la formation en langues officielles selon les niveaux cibles dans une fraction du temps normalement alloué, et une double augmentation du nombre d'individus qui terminent le cours de langue étrangère selon la compétence cible, augmentant ainsi leur efficacité dans les missions à l'étranger, a été observée;

- il a examiné la structure de base de l'établissement des conditions d'emploi pour le personnel recruté localement dans les missions afin d'harmoniser le cadre avec le but et les principes de la *Loi sur la modernisation de la fonction publique*. Des travaux sont en cours, pour faire suite à de vastes consultations et à des sondages auprès des employés, afin d'approuver un nouvel ensemble de règlements et d'élaborer un programme de formation pour les gestionnaires à l'étranger;

correspond et s'intègre entièrement aux plans et aux priorités ministériels (voir <http://www.tbs-sct.gc.ca/est-pre/20052006/p3-1-f.asp>).

- Afin d'améliorer la gestion de tous les employés et de créer une structure organisationnelle harmonisée et uniforme, le Ministère a entrepris les activités suivantes :

- il a amélioré la transparence et l'opportunité des processus d'embauche, d'affectation du personnel et de recrutement par la création d'outils génériques d'évaluation, de descriptions pour les principaux groupes professionnels (les groupes Service extérieur, Commerce et Économie, sociologie et stratéique et statistique). Un guide d'entrevue compétentielle axée sur les compétences a également été préparé pour aider les gestionnaires dans le processus de dotation. Les travaux se poursuivent dans le développement de bassins de candidats préqualifiés pour les groupes professionnels Commerce (CO) et Économie, sociologie et stratéique (ES), semblables au bassin FS, afin d'élaborer des procédures de gestion et de simplifier la mutation latérale entre ces bassins. Le processus de sélection des chefs de mission a également été étendu cette année pour y inclure les candidats des autres ministères. Le Ministère a amélioré la transparence du processus d'affectation par la création de conseils ministériels, permettant ainsi une surveillance ministérielle clé et s'assurant que les candidats reçoivent de la rétroaction quant à leurs demandes d'emploi pour des affectations précises;

- à la suite de la signature de la nouvelle convention collective du Service extérieur le 7 juin 2005, le Ministère a lancé le processus de conversion vers les nouvelles normes de classification et la structure salariale à quatre niveaux du Service extérieur, dont la date d'entrée en vigueur est le 1<sup>er</sup> juillet 2005. La nouvelle norme de classification fait passer le nombre de niveaux au sein du groupe FS de deux à quatre afin de mieux refléter les différents degrés de responsabilité, de compétence et de rendement. Une notification personnelle préalable a fourni aux employés des renseignements sur la classification de tous les postes de la nouvelle structure avant la conversion. Les caractéristiques

- il a aidé les gestionnaires à créer et à mettre sur pied un Coin du gestionnaire sur le Web qui leur offre des outils financiers, des ressources humaines et de la technologie de l'information, leur permettant ainsi de faire leur travail de façon plus efficace. Le site a été créé en avril 2004;

- il a conçu, élaboré et mis en place un nouveau Programme de gestion du rendement, fondé sur les compétences et les résultats, pour tous les employés qui occupent un poste de niveau inférieur à celui de la direction. Ce nouveau programme garantira que chaque employé possède un plan de rendement lié aux priorités du Ministère ainsi qu'une compréhension claire de la façon dont son travail contribue au mandat du Ministère. Pour lancer cette application sur le Web à multiples facettes, PGR en ligne, et s'assurer de la visibilité du nouveau programme et de l'apui de la haute direction, une stratégie de communications dynamique a été élaborée et mise en œuvre en mars 2005. Un nouveau programme de formation et une nouvelle politique de gestion du rendement ont également été élaborés. Au cours des deux premiers mois d'opération du système, plus de 3 500 employés et gestionnaires l'ont utilisé, près de 700 équipes ont été formées, plus de 500 employés ont commencé leur préparation et plus de 800 examens étaient en cours. Le Ministère a également formé plus de 2 500 gestionnaires et employés à Ottawa et à l'étranger, plusieurs autres profitant de la formation en ligne. Huit autres Ministères ont montré de l'intérêt pour l'adoption de ce nouveau système de gestion du rendement. Une évaluation complète du nouveau programme est prévue pour le printemps 2006;

- il a amélioré et étendu les processus d'affectation afin de s'assurer d'une meilleure stratégie de planification de la relève et de puiser dans un large bassin de talent et de compétences, y compris les candidats et les employés non permanents des autres ministères;
- il a poursuivi l'harmonisation du processus de planification des ressources humaines avec le processus de planification commerciale, tel que cela est requis par la *Loi sur la modernisation de la fonction publique*, ce qui permettra de s'assurer que la planification des ressources humaines

sation mondiale du commerce ont été réduites de 500 000 \$. De plus, la composante industrielle du Programme de développement des marchés d'exportation a été abolie, permettant ainsi d'économiser 4,5 millions de dollars en 2004-2005, en plus de réaliser des économies de 2,5 millions de dollars en 2005-2006 et 2006-2007 lorsque les engagements actuels auront été réalisés. Ensemble, ces deux réductions ont permis au Ministère d'atteindre son objectif.

• La nouvelle structure organisationnelle permettra au Ministère de réaliser efficacement son mandat *internationale du Canada*. Un nouveau Secteur des marchés mondiaux (lequel attend l'approbation finale du Conseil du Trésor) a été formé, lequel intégrera toutes les activités ministérielles entre-prises dans les missions à l'étranger. De plus, le Secteur de la promotion de l'investissement a été élargi afin d'englober la fonction de la science et de la technologie (S et T), ce qui reflète l'incidence que l'innovation découlant de la S et T peut avoir sur le développement de l'investissement, autant au pays qu'à l'étranger, alors que les entreprises canadiennes étendent davantage le développement de leurs produits, la localisation des sources d'approvisionnement et les autres activités de base sur les marchés mondiaux. Le nouveau Secteur de la politique stratégique, des communications et de la planification ministérielle (lequel attend l'approbation finale du Conseil du Trésor) intégrera les fonctions ministérielles de politique stratégique, de planification commerciale, de communications et de consultations dans une unité cohérente.

### *Assurer une base financière stable*

• Le Ministère a divulgué de façon proactive sur son site Web tous les contrats dont la valeur dépasse 10 000 \$, ainsi que les frais de voyage et d'accueil du ministre, de son secrétaire parlementaire, du personnel exonéré et des employés supérieurs.

• Le maintien et l'amélioration des modèles de prévision des coûts fondée sur les activités, appliqués à la planification des ressources, ont assuré l'identification efficace des ressources transférées à partir de l'ancien ministère des Affaires étrangères et du Commerce international.

### *Modernisation de la gestion des ressources humaines*

• Un outil prototype de gestion du rendement connu sous le nom de « tableau de bord de PCI » a été créé en s'inspirant d'un logiciel commercial afin d'allier les renseignements financiers et non financiers. À l'aide de nombreux paramètres d'évaluation, la production de la version finale de cet outil, lequel sera présenté dans le cadre du programme de promotion du commerce international, est prévue pour l'été 2005. Lorsqu'il sera entièrement opérationnel, le tableau de bord améliorera la capacité du Ministère à analyser la rentabilité des activités de PCI dans les missions à l'étranger. Une fois que ses preuves seront faites, l'outil pourrait être appliqué dans d'autres secteurs du Ministère.

• Le Ministère a introduit l'utilisation d'un rapport de responsabilisation des congés afin d'aider les gestionnaires à déterminer les responsabilités financières relatives à la gestion des congés.

• Une section distincte a été formée dans la base de données des ressources humaines PeopleSoft afin de permettre la gestion distincte des employés de Commerce international.

### *Gestion moderne*

*Poursuivre la mise en œuvre d'un plan d'action en matière de*

Poursuivre la mise en œuvre d'un plan d'action en matière de gestion moderne

- Un outil prototype de gestion du rendement connu sous le nom de « tableau de bord de PCI » a été créé afin d'allier les renseignements financiers et non financiers.

Modernisation de la gestion des ressources humaines

- Le Ministère a entamé la création d'un point d'intérêt pour l'intégration des fonctions de politique stratégique, de planification commerciale, de communications et de consultations dans une unité cohérente, afin de refléter le continuum dans lequel ces fonctions résident dans l'orientation de la planification ministérielle.

- La réalisation du projet de modèle de soutien accru à l'étranger, lequel améliore le soutien en gestion et en technologie de l'information dans les missions, s'est poursuivie.

- Le Ministère a intensifié sa collaboration avec les partenaires fédéraux et s'est assuré que les activités internationales du gouvernement étaient mieux intégrées et plus stratégiques.

## Réalisations et rendement

Gérer la transformation du Ministère aussi souplement et efficacement que possible

- La transformation a nécessité une nouvelle structure organisationnelle, un développement et une planification stratégiques, une planification commerciale, des communications internes et externes, et des consultations. La transformation est notable étant donné la complexité d'un ministère qui opère dans quelque 150 régions partout dans le monde. Les travaux de transformation se poursuivront en 2005-2006.

- Un examen des ressources ministérielles disponibles a permis de dégager les activités qui pourraient être réduites ou éliminées afin d'atteindre les objectifs du Comité d'examen des dépenses fixés par le Conseil du Trésor. Par conséquent, les contributions du Ministère au Programme d'aide technique liée au commerce de l'Organisation

cohérente la stratégie commerciale de l'Énoncé de politique internationale du Canada.

- Les services ministériels ont été un point d'intérêt pour la transformation, englobant l'élaboration d'une nouvelle structure organisationnelle, le développement et la planification stratégiques, la planification commerciale, les communications internes et externes, et les consultations.

Assurer une base financière stable

- Le Ministère est à mettre au point et à améliorer les modèles de prévision des coûts fondée sur les activités.

Progrès mesurables des plans d'action sur le leadership et les ressources humaines

- Le Ministère a créé et mis sur pied un Coin du gestionnaire sur le Web, lequel offre aux gestionnaires des outils qui leur permettent de faire leur travail de façon plus efficace.

- Le Ministère a conçu, élaboré et mis en place un nouveau Programme de gestion du rendement (PGR) pour tous les employés qui occupent un poste de niveau inférieur à celui de la direction.

- Le Ministère continue à harmoniser le processus de planification des ressources humaines avec le processus de planification commerciale, tel que cela est requis en vertu de la Loi sur la modernisation de la fonction publique.

- Le Ministère a entrepris le processus de conversion vers les nouvelles normes de classification et la structure salariale à quatre niveaux du Service extérieur (SE), dont la date d'entrée en vigueur est le 1<sup>er</sup> juillet 2005.

- Le Ministère a introduit des objectifs pangouvernementaux relatifs à la modernisation des ressources humaines, à la diversité de l'effectif, aux langues officielles et à l'apprentissage. De plus, la nouvelle stratégie de recrutement du Ministère renferme des dispositions qui permettent d'aborder l'équité en matière d'emploi pour les groupes désignés par l'intermédiaire de promotions internes accélérées.

2.1.4 Services ministériels

Résultat stratégique

Fournir des services de soutien rentables pour permettre au Ministère d'atteindre ses objectifs.

Nos ressources

En millions de dollars	
Financières	25,6
Dépenses prévues en début d'exercice <sup>1</sup>	27,8
Total des crédits autorisés en fin d'exercice	10,6
Ressources humaines – équivalents temps plein (ETP)	492 ETP

Moyen d'atteindre notre résultat stratégique

Les services ministériels sont indispensables aux activités du Ministère et comprennent la gestion et la planification des ressources humaines, les finances et la planification stratégique, la gestion et la technologie de l'information, la gestion des biens et du matériel, les services juridiques, le Bureau du protocole (le premier point de contact du gouvernement avec les diplomates étrangers au Canada), la sécurité, ainsi que la vérification et l'évaluation. Sans ces services essentiels, le Ministère ne pourrait fonctionner.

Comme la majorité des services ministériels de Commerce international sont partagés avec Affaires étrangères, les priorités et les réalisations décrites dans cette section s'appliquent aux deux volets du ministère, à moins d'indication contraire.

Notre environnement de travail

En 2004-2005, la prestation de services ministériels, y compris les services de ressources humaines, a été influencée par les changements suivants :

- Le nombre sans cesse croissant des dossiers interministériels – ou horizontaux – sous la responsabilité des deux composantes du ministère des Affaires étrangères et du Commerce international a alourdi la charge de travail des services ministériels. En effet, non seulement les dossiers horizontaux nécessitent une coordination et une planification de tous les instants, ils peuvent également nécessiter des ressources ministérielles stratégiques tirées d'autres activités.

- Le nombre d'employés fédéraux déployés dans les missions à l'étranger ne cesse de croître, et plusieurs d'entre eux proviennent d'autres ministères et organismes. Cette situation a occasionné des besoins supplémentaires en espace, en communications et en divers services ministériels essentiels dans les missions à l'étranger. Parallèlement, le Ministère doit répondre à davantage de demandes de services de la part de la communauté diplomatique de plus en plus nombreuse au Canada.

- Les gestionnaires des ressources humaines sont actuellement confrontés à des grandes tendances sociétales au Canada, notamment la pression démographique d'une main-d'œuvre vieillissante et la nécessité accrue d'établir un équilibre entre la vie professionnelle et la vie personnelle, notamment lorsque les deux conjoints travaillent.

Le Ministère a toujours à court d'édifier une main-d'œuvre bilingue, culturellement diversifiée et innovatrice qui reflète davantage la société canadienne dans son ensemble. En même temps, le Ministère s'applique à instaurer des relations plus productives et plus novatrices avec les syndicats et les associations d'employés.

Voici une brève description des priorités du Ministère quant à ses services. Davantage de détails sont présentés dans la section sur les réalisations et le rendement.

Gérer la transformation du Ministère aussi sagement et efficacement que possible

- Le Ministère a adopté un programme de transformation fondamentale qui lui permettra de poursuivre la vision du gouvernement pour un ministère du commerce du XXI<sup>e</sup> siècle, pleinement capable de mettre en œuvre de façon

5. Pour une explication de l'écart entre les dépenses prévues et les dépenses réelles pour le Secteur d'activités Services ministériels, le lecteur est invité à consulter le Tableau 1 intitulé Comparaison des dépenses prévues aux dépenses réelles.

sociétés mères dans le but de favoriser l'expansion des activités existantes au Canada par l'intermédiaire de la modernisation des usines, de mandats relatifs aux nouveaux produits, de nouvelles installations ou davantage d'activités de recherche et développement.

- En 2004-2005, le Ministère a coordonné des tables rondes entre les différents partenaires afin de discuter de projets d'investissement particuliers, a participé à l'organisation de près de 20 missions étrangères d'entreprises, examinant les possibilités d'investissement, et a travaillé avec les autres Ministères à la préparation de missions d'investissement et de rencontres entreprises par les ministres, sous-ministres et autres hauts fonctionnaires sur les marchés cibles.

- Le Ministère a activement offert des directives et des analyses stratégiques aux investisseurs reconnus comme potentiels ou importants. Des renseignements sur la concurrence et des dossiers d'information détaillés ont été fournis en préparation à près de 200 appels auprès de hauts fonctionnaires reconnus comme des décideurs.

- Les agents d'investissement et les hauts fonctionnaires du Ministère ont rencontré plus de 500 investisseurs potentiels partout dans le monde, fournissant des données sur les grappes industrielles du Canada, de solides analyses de rentabilité et des démonstrations sur les avantages du Canada en termes de coûts, à l'aide de l'étude sur les coûts et la concurrence de KPMG. De plus, le Ministère a facilité les contacts entre les agents d'investissement provinciaux ou municipaux et plusieurs des 300 entreprises reconnues en tant qu'importants investisseurs potentiels.

- En travaillant en partenariat avec les autres ministères fédéraux ainsi que les partenaires provinciaux et territoriaux, le Ministère a contribué à près de 140 investissements au Canada en 2004-2005. L'information partielle que nous possédons actuellement à ce sujet indique que pour 50 investissements de ce genre, une moyenne de 55 millions de dollars ont été investis et que pour 68 investissements, une moyenne de 109 emplois ont été créés pour chacun d'eux.

Canada et dans lesquels des activités de promotion de l'investissement ont été entreprises. Les événements distinctifs ont rassemblé plus de 20 000 participants et plus de 10 000 entreprises.

- Le Ministère a créé un outil de diagnostic qui utilise les plus récents rapports financiers pour cerner les entreprises qui sont le plus susceptibles de réaliser un investissement en capital prochainement. Les initiatives de prospection d'investissement du Ministère comprennent la génération de listes de classement de sociétés cotées en bourse qui démontrent une forte propension à investir. En tant que service supplémentaire, le Ministère élabore également des évaluations stratégiques des investissements des entreprises, lesquelles sont réalisées pour les quelques entreprises seulement qui répondent aux rigoureux critères de présélection. Le Ministère a mis en place un système d'information pour faire le suivi des activités d'investissement. Depuis le lancement de cette initiative en avril 2003, le Ministère a fourni des listes de classement de sociétés à 48 missions à l'étranger, aux directions d'Industrie Canada et à plusieurs provinces afin de les aider à cibler leurs activités de promotion de l'investissement. Dans un récent exercice de rétroaction, les provinces ont fait savoir que ces listes de classement étaient des outils précieux qui facilitaient les campagnes commerciales et offraient aux agents d'investissement un bon point de départ pour attirer les investisseurs potentiels.

- Environ 70 % de l'IED provient des filiales des entreprises étrangères déjà établies au Canada. Le Ministère travaille avec différents partenaires à l'élaboration et à la mise en œuvre d'une approche globale impliquant des appels auprès de filiales étrangères pour promouvoir leur expansion au Canada et minimiser le risque de désinvestissement. Dans le cadre de cette approche, et en collaboration avec les missions à l'étranger, le Ministère et les partenaires nationaux pertinents ont visité plus de 100 filiales au Canada afin d'obtenir des renseignements sur leurs plans et de connaître les obstacles au réinvestissement auxquels elles sont confrontées. Dans plusieurs cas, ces visites ont formé la base des appels en tandem faits par les délégués commerciaux à l'étranger auprès des

- Le mécanisme de réponse rapide est un protocole interministériel qui permet de produire des renseignements qui répondent rapidement aux préoccupations des investisseurs potentiels. Le mécanisme associe les agents de commerce des missions à l'étranger et les chargés de compte de l'administration centrale à un réseau de contacts dans 19 ministères chargés des politiques et de la réglementation. Ces contacts aident le Ministère à aborder les préoccupations gênant la réalisation d'un investissement faisant l'objet d'un examen actif. En 2004-2005, 18 situations portant sur des questions telles que le traitement du transfert du personnel étranger au Canada et l'application du programme de crédit d'impôt à l'investissement ou le programme de crédit d'impôt pour la recherche scientifique et le développement expérimental ont été abordées. Des discussions sont en cours avec les partenaires provinciaux du Ministère afin de produire des renseignements sur les obstacles, de cerner les politiques provinciales qui gênent l'investissement et de déterminer les contacts pertinents à l'échelle provinciale pour aborder des questions détaillées en matière d'investissement.
- Le Ministère a fait la promotion du développement d'industries à valeur ajoutée dans les secteurs prioritaires du Canada en organisant plusieurs événements distincts, et en y contribuant, dans des secteurs tels que la technologie de l'information et des communications et les sciences de la vie, deux secteurs essentiels à notre plus important marché d'investissement, les États-Unis. Dans le secteur de l'énergie renouvelable, le Ministère a travaillé avec plusieurs entreprises étrangères cherchant à investir dans l'énergie éolienne et appuyé une conférence sur l'énergie éolienne en Alberta. Les industries automobile, agroalimentaire et aérospatiale font partie des secteurs jouant un rôle clé dans le développement économique du

- Le Ministère a répondu à près de 1 400 demandes de renseignements d'investisseurs potentiels qui avaient des questions précises au sujet du Canada en tant que pays d'investissement. Trente pour cent des demandes portaient sur le secteur de l'information et des communications ou des sciences de la vie. Des réponses ont été envoyées dans le délai de service de cinq jours dans 95 % des cas. Le Ministère a participé à une étude comparative internationale qui évaluait les services de renseignements sur l'investissement de 122 organismes nationaux de promotion. Le Canada a obtenu une note de niveau « classe mondiale » dans le traite-

#### *Accroître la promotion et la rétention de l'investissement étranger au Canada*

- En outre, les recherches du Ministère démontrent clairement l'importance d'un message uniforme, ciblé et mondial, livré avec cohérence par les partenaires de tous les ordres de gouvernement engagés dans la promotion et la rétention de l'investissement. En misant sur de solides ententes de partenariat et de nombreux projets conjoints réussis, le Ministère a gagné l'appui de tous les partenaires dans la livraison d'un message national cohérent pour la promotion de l'investissement. Les fruits de cette entente devraient se faire plus manifestes dans une étude d'opinion qui doit être réalisée en 2006.
- À la suite de plusieurs études et d'un vaste exercice de rétroaction avec les agents d'investissement de première ligne, le Ministère a cristallisé son message d'investissement et mis au point des produits de communications axés sur le marché. Par exemple, les messages visant les investisseurs américains abordent des questions de frontières et de réglementation.
- Les initiatives mondiales de cybercommercialisation du Ministère ont aidé à augmenter le nombre de visiteurs sur le site Web Investir au Canada ([www.investincanada.gc.ca](http://www.investincanada.gc.ca)) à plus de 200 000 en 2004-2005. Parallèlement, la recherche sur les sujets de grand intérêt pour les visiteurs a permis d'apporter d'importantes améliorations au site. Une version remaniée du site sera présentée à l'été 2005.

• Au cours de la dernière année, le Ministère a réalisé une étude documentaire sur l'importance de l'investissement direct canadien à l'étranger pour l'économie. L'étude a analysé les récentes tendances de l'IDCE et examiné les différentes possibilités. Le document a également permis d'étudier les perceptions du public quant à l'investissement étranger, les besoins des entreprises à ce sujet et le rôle et les activités courantes des établissements fédéraux à l'appui de l'IDCE. Le document a présenté cinq études de cas d'investissements à l'étranger réalisés par des entreprises multinationales situées au Canada. Cette étude a permis de mieux comprendre et de mieux connaître l'IDCE au sein du gouvernement fédéral et le rôle que peut jouer l'IDCE dans l'accroissement des capacités concurrentielles des entreprises canadiennes sur les chaînes de valeur mondiales. Elle a également fait la promotion d'une meilleure collaboration entre les différents établissements fédéraux en ce qui a trait au commerce international.

#### Promouvoir le Canada en tant que destination de choix pour l'investissement étranger

• Le Ministère utilise une approche axée sur la recherche et la consultation dans la prestation d'un programme de commercialisation conçu pour sensibiliser les investisseurs au Canada en tant que pays d'investissement de choix sur le marché mondial. À l'aide des conclusions tirées d'une recherche précédente sur les renseignements les plus valorisés par les investisseurs, le Ministère continue à fournir aux investisseurs des renseignements axés sur les secteurs. Les investisseurs ont également fait savoir qu'ils désirent être informés par leurs pairs plutôt que par des fonctionnaires. En guise de réponse, le Ministère offre son programme des chefs d'entreprises, canalisant ainsi l'expertise des gens d'affaires canadiens chevronnés afin d'accroître la crédibilité des efforts de promotion. Les produits de commercialisation des investissements ciblent également des segments du public précis grâce à des publications (p. ex. les brochures sectorielles de KPMG) et des événements (p. ex. BIO 2004) propres aux secteurs.

• En plus des réussites du PSIC déjà déclarées par les municipalités, le modèle de prestation en collaboration assure une meilleure intégration des efforts de promotion de l'investissement à tous les ordres de gouvernement.

#### Accroître l'intérêt pour l'investissement au Canada et y améliorer le climat d'investissement

• La section commerciale de l'Enoncé de politique internationale du Canada reconnaît qu'il existe un lien entre notre rendement national et notre succès à l'étranger. Les investisseurs étrangers et nationaux choisissent de plus en plus les destinations les plus concurrentielles pour leurs investissements stratégiques. L'initiative « Assurer le bon environnement intérieur » a été reconnu comme l'étape nécessaire à la promotion, à la rétention et à l'expansion des investissements étrangers et nationaux stratégiques qui peuvent accroître la compétitivité internationale du Canada et la prospérité de tous les Canadiens.

• Le rapport du Comité consultatif externe sur la réglementation intelligente de septembre 2004 a appuyé plusieurs des propositions faites par le Ministère pour modifier les politiques et les processus réglementaires dans le but de s'adapter au développement d'une économie concurrentielle plus novatrice à l'échelle internationale. Le Ministère a travaillé étroitement avec le Bureau du Conseil privé et les autres Ministères à l'élaboration d'une stratégie de mise en œuvre, laquelle a été annoncée en mars 2005 avec la publication La réglementation intelligente : rapport sur les initiatives et les projets. La déclaration commune faite en novembre 2004 par le Canada et les États-Unis a également cerné les objectifs d'expansion des possibilités économiques et d'accroissement de la concurrence des entreprises nord-américaines grâce à des partenariats, des normes consensuelles et une réglementation « plus intelligente », permettant ainsi une efficacité supérieure tout en améliorant la santé et la sécurité des citoyens.

• Les obstacles dégagés par les investisseurs qui pourraient toucher les futures expansions au Canada ont été portés à l'attention des partenaires stratégiques afin d'être étudiés dans des examens du Canada, dans des domaines tels que les

• Le Ministère a élaboré un programme de formation sur l'investissement afin d'accroître les connaissances et les compétences des agents d'investissement non seulement au sein du Ministère, mais également chez ses partenaires provinciaux, territoriaux et municipaux. En 2004-2005, le Ministère a dispensé six séances de formation à 137 participants, pour un total de près de 400 jours de formation. Des agents d'investissement des différents ordres de gouvernement assistent habituellement aux séances. Ce programme de formation unique reçoit constamment des éloges de la part des participants, lesquels ont commenté la qualité du cours et l'excellente occasion de réseautage. Alors que le cours d'initiation sera de nouveau offert pendant l'exercice courant, des travaux sont en cours pour répondre aux demandes des participants pour un cours de niveau avancé afin d'aborder les besoins des agents d'expérience.

• La promotion de l'investissement est un processus long et complexe auquel participent les agents d'investissement du Ministère, les autres ministères et les organismes régionaux en plus des provinces, des territoires et des principales municipalités du Canada. Le Ministère a joué un rôle de premier plan dans le développement et le lancement du site Web du Forum de partenariat pour faciliter la gestion des connaissances et l'échange de renseignements au sein même du partenariat. Le site a permis à tous les partenaires de la promotion de l'investissement d'échanger des renseignements et des approches novatrices de la promotion de l'investissement. Plus de 1 300 documents sont offerts sur le site. La formation de groupes de travail, dans lesquels des renseignements et des pratiques novatrices sont échangés, a été l'une des clés du succès de ce projet. Lors d'un exercice de rétroaction, les partenaires provinciaux ont jugé que le site était une excellente ressource renforçant des renseignements précieux. Cependant, le Ministère répond aux demandes d'améliorations techniques des clients afin que le site soit plus facile à explorer.

### *Appuyer des programmes d'expansion des affaires précis qui contribuent à la croissance économique dans les communautés*

• Le Ministère gère le Programme de soutien de l'investissement communautaire (PSIC), lequel

offre des capitaux de démarrage à l'appui des efforts municipaux d'élaboration et de mise en application de stratégies globales de promotion et de rétention de l'investissement (voir <http://www.investincanada.gc.ca/director.aspx?tabid=1>). Lancé en avril 2004 en tant que successeur au programme PDME-I viciu de sept ans, ce programme de 5 millions de dollars par année est un exemple concret de l'engagement du gouvernement à appuyer les efforts de développement économique des municipalités. L'administration centrale et le personnel régional dispensent le programme en collaboration avec les partenaires provinciaux de promotion de l'investissement par un processus d'attribution.

• Plusieurs des projets courants du PSIC sont appuyés par des stratégies d'investissement pluri-annuelles. Dans la période visée par le rapport, le programme a appuyé 130 communautés dans leur travail de promotion de l'investissement. En misant sur les leçons apprises des initiatives précédentes, l'approche des communautés est de plus en plus professionnelle et stratégique, s'assurant ainsi que les initiatives sont clairement ciblées dans des secteurs et des marchés précis et que les plans risquent d'aboutir à des investissements.

• Par exemple, Brantford-Brant a utilisé 22 500 \$ en fonds du PSIC au cours de l'exercice 2003-2004 pour explorer les forces sectorielles de la communauté, consolider les stratégies sectorielles existantes et mettre au point des stratégies de commercialisation. Grâce aux résultats de la recherche, la communauté a été en mesure de réorienter ses priorités de promotion de l'investissement, accordant au secteur alimentaire une des premières places. Au moment où la communauté effectuait la recherche financée par le PSIC, une importante occasion d'investissement est survenue dans le secteur alimentaire (le groupe Ferrero). La recherche financée par le PSIC a permis à la communauté de mieux répondre aux questions du groupe, ce qui a fait en sorte qu'elle a été choisie par le groupe Ferrero comme nouvel emplacement en Amérique du Nord d'une usine de production. Cet investissement en installations nouvelles est évalué à près de 150 millions de dollars. L'usine mesurera 750 000 pieds carrés et comptera plus de 600 employés au moment où la production sera initiée à l'automne 2006.

Réalisations et rendement

*Renforcer les partenariats et favoriser une approche coordonnée de la promotion de l'investissement chez les partenaires fédéraux, provinciaux et territoriaux*

- Le mandat du Ministère est d'agir à titre de point central pour la promotion et la rétention de l'investissement au sein du gouvernement du Canada, ce qui implique de travailler étroitement avec les autres ministères fédéraux qui jouent un rôle dans la promotion de l'investissement et de coordonner les efforts connexes de tous les ordres de gouvernement, soit municipaux, provinciaux, territoriaux et fédéraux. Le Ministère continue à cultiver les partenariats afin de s'assurer de la réalisation d'une approche uniforme, cohérente et entièrement coordonnée qui plaira aux investisseurs étrangers et mènera à prendre des décisions d'investissement favorables au Canada.

- Au cours des dernières années, le Ministère a établi une solide relation de travail avec les clients partenaires provinciaux grâce à des entretiens particuliers et à deux rencontres fédérales-provinciales-territoriales sur la promotion de l'investissement. Ces efforts ont mené à des plans d'action géographiques et sectoriels partagés, des actions conjointes à l'occasion d'événements distincts et un meilleur échange de renseignements, produisant ainsi un programme de promotion et de rétention de l'investissement de plus en plus uniforme. Les partenaires ont clairement indiqué que le processus de promotion de l'investissement est maintenant plus cohérent, et les partenaires fédéraux invitent plus régulièrement les provinces à prendre part à leurs activités de promotion, telles que la génération de débouchés, les appels étrangers et nationaux consécutifs, le suivi et la rétention de l'investissement ainsi que l'échange de pratiques exemplaires.
- Le Ministère a également pris les devants en travaillant avec des partenaires à l'élaboration d'une stratégie d'investissement avec la Chine, menant à la création d'un sous-comité fédéral-provincial pour l'élaboration d'une approche pangouvernementale des efforts de promotion de l'investissement pour la Chine.

Cependant, réussir à attirer de l'IED stratégique et axé sur le savoir dépendra de plus en plus de notre capacité à créer un climat d'investissement plus concurrentiel que nos principaux concurrents, soit les États-Unis et l'Union européenne. La création d'un climat d'investissement concurrentiel est un processus complexe et exigeant. Elle englobe le développement de capital humain qualifié (éducation, formation de la main-d'œuvre et politiques d'immigration), l'accès à des marchés dynamiques et importants (libéralisation des politiques commerciales, d'investissement et de renouvellement de l'infrastructure matérielle) et la mise en place de politiques d'encadrement sophistiquées qui facilitent l'allocation efficace des ressources en main-d'œuvre et en capital. Nos concurrents modernisent énergiquement leurs politiques afin d'attirer des investissements axés sur le savoir. Notre défi consiste à réagir rapidement afin d'assurer le bon environnement intérieur. En l'absence d'un climat davantage propice à l'investissement, les programmes de promotion et de commercialisation même les mieux conçus et pourvus ne seront pas efficaces.

- Vous trouverez ci-dessous une brève description des priorités du Ministère en matière de promotion de l'investissement. Plus de détails se trouvent dans la section intitulée Réalisations et rendement.
- Renforcer les partenariats et favoriser une approche coordonnée de la promotion de l'investissement chez les partenaires fédéraux, provinciaux et territoriaux.
- Appuyer des programmes d'expansion des affaires précis qui contribuent à la croissance économique dans les communautés.
- Accroître l'intérêt pour l'investissement au Canada et y améliorer le climat d'investissement.
- Promouvoir le Canada en tant que destination de choix pour l'investissement étranger.
- Accroître la promotion et la rétention de l'investissement étranger au Canada.

Par conséquent, nous devons déployer tous les efforts possibles pour continuer à attirer de tels investissements et à encourager les investisseurs présents actuellement sur le marché canadien à y accroître leurs activités. Il est de plus en plus important pour les entreprises canadiennes d'envoyer des investissements à l'étranger afin de maximiser leurs possibilités de participer aux chaînes de valeur mondiales.

Nous assurons la promotion de l'investissement bilatéral et des flux de technologies entre le Canada et la communauté internationale des affaires en démontrant que le Canada est un pays avantageux pour l'investissement et le développement des technologies, en travaillant en partenariat avec d'autres ministères et gouvernements au Canada en vue d'élaborer et de mettre en œuvre des stratégies efficaces pour attirer l'investissement étranger et les technologies au Canada, en aidant les entreprises canadiennes à accroître leur compétitivité en facilitant l'investissement dans les marchés en croissance et l'acquisition de nouvelles technologies, et en mettant en place des stratégies pour répondre aux problèmes tels ou perçus qui freinent l'investissement au Canada.

### Notre environnement de travail

Commerce international (investissement et commerce bilatéral) est l'élément moteur de l'économie canadienne et la clé de notre prospérité et de notre niveau de vie. La mondialisation engendrée par la libéralisation du commerce et de l'investissement et les avancées rapides dans le domaine des technologies de communications et du transport ont ouvert de nouveaux marchés aux biens et aux services canadiens, mais ont également créé une intense concurrence dans les prix, surtout en raison de l'industrialisation rapide des marchés émergents. La concurrence stimule la production à devenir de plus en plus régionale ou mondiale plutôt que nationale ou locale. Les investisseurs multinationaux passent de modèles à succursales et de production d'exclusivité mondiale à un modèle d'entreprises tributaires de chaînes de valeur mondiales qui les amènent maintenant à exercer leurs activités de recherche, de mise au point de produits, de conception et de fabrication et à se procurer du financement et d'autres services là où il leur est le plus rentable de le faire.

### Défis et risques

Les gouvernements du monde entier sont de plus en plus portés à saisir les avantages de l'IED, ce qui crée une concurrence intense, surtout sur les marchés émergents de l'Asie, de l'Europe centrale et de l'Amérique latine. La part de 3,1 % de l'IED mondial du Canada est toujours supérieure à notre part de 2,3 % du produit national brut dans le monde, mais elle est très inférieure à la part de 6,1 % enregistrée en 1987. Cependant, étant donné la réalité de l'environnement dynamique d'aujourd'hui propice à l'investissement, le plus important défi pour le Canada consiste à attirer des investissements stratégiques qui conviennent et produisent des biens et des services novateurs et à forte valeur ajoutée. Alors que les économies émergentes utilisent des technologies importées et une main-d'œuvre bon marché pour produire de façon rentable des biens et des services normalisés pour les marchés mondiaux, les économies développées, telles que le Canada, ont réagi en gravissant la chaîne de valeur en termes de production de biens et de services novateurs. Bref, l'attraction d'IED stratégiques et axés sur le savoir est la clé de l'accélération de la croissance de la productivité et de l'accroissement de notre prospérité.

Dans une économie mondiale de plus en plus intégrée, l'investissement bilatéral est essentiel à la réussite économique. L'investissement étranger direct (IED) stratégique qui fait appel aux compétences canadiennes, combinées aux technologies, aux ressources et à l'innovation étrangères, aide à relier l'industrie canadienne aux chaînes de valeur mondiales et aux marchés internationaux. En 2004, les stocks d'investissement direct canadien à l'étranger ont augmenté de 10,3 %, soit de 41,6 milliards de dollars, pour atteindre 445,1 milliards de dollars. Cet investissement direct canadien à l'étranger (IDCE) donne à nos entreprises un accès direct aux marchés étrangers à forte croissance, aux technologies étrangères stratégiques et aux ressources naturelles ainsi qu'accès aux installations de production concurrentielles sur le plan des prix. L'IDCE est devenu une stratégie ministérielle essentielle, complétant les alliances commerciales et autres alliances stratégiques en tant que moyen de générer la croissance et la concurrence. En 2004, les stocks d'investissement étranger direct au Canada ont connu une hausse de 3,2 %, soit de 11,2 milliards de dollars, pour atteindre 365,7 milliards de dollars.

internes, les statistiques sur le commerce bilatéral, ainsi que les autres données macro-économiques propres aux marchés.

Une fois pleinement fonctionnel, à l'été 2005, on s'attend à ce que le tableau de bord améliore la capacité du Ministère à analyser la rentabilité des activités de PCI sur les marchés étrangers, appuyant ainsi les décisions ayant trait au déploiement de ressources humaines et financières. Le système facilitera le rapport et l'évaluation permanents du rendement (comparés ultérieurement aux points de référence établis) et appuiera l'élaboration de politiques et de stratégies de PCI, ce qui permettra une analyse plus approfondie dans le Rapport ministériel sur le rendement de l'année prochaine.

2.1.3 Promotion de l'investissement

Résultat stratégique

Attirer et conserver la technologie et l'investissement étrangers, et promouvoir l'investissement à l'étranger afin de créer des emplois et d'assurer la prospérité au Canada.

Nos ressources

Financières	
En millions de dollars	
Dépenses prévues en début d'exercice	5,7
Total des crédits autorisés en fin d'exercice	6,1
Dépenses réelles	7,5
Ressources humaines – équivalents temps plein (ETP)	
68 ETP	

Moyen d'atteindre notre résultat stratégique

L'investissement et la formation de capital sont essentiels pour stimuler l'innovation, la compétitivité et la croissance économique, ce qui contribue à améliorer le niveau de vie des Canadiens. Les entreprises étrangères qui ont investi au Canada jouent un rôle important et positif dans le développement économique du Canada.

de la clientèle relativement aux transactions et de saisir des renseignements sur les résultats commerciaux provenant de clients qui reçoivent des services du SDC.

Une évaluation complète du programme de PCI en Chine a été entreprise en 2004. Bien que le rapport final ne soit pas encore terminé, les résultats préliminaires suggèrent que les missions en Chine dispensent des services aux clients et aux partenaires de façon efficace. Cependant, d'importants rajustements seront nécessaires en ce qui a trait à l'allocation des ressources au sein même et parmi nos missions en Chine afin de mieux répondre aux besoins des clients. Il s'agit là du reflet de la complexité croissante de faire des affaires dans un monde dominé par des modèles d'entreprise en évolution tels que les chaînes de valeur mondiales et, bien entendu, du volume considérable de demandes reçues alors que de plus en plus d'entreprises canadiennes s'attaquent au marché chinois.

Selon Statistique Canada, le Canada a exporté plus de 6,6 milliards de dollars en marchandises vers la Chine en 2004 (une augmentation de 38,8 %) alors que les importations provenant de la Chine ont augmenté de 29,7 % pour atteindre près de 24 milliards de dollars. Fait intéressant, le Canada est l'un des rares pays dont la croissance des exportations vers la Chine l'année dernière a surpassé la croissance des importations. Les recommandations formulées dans l'évaluation susmentionnée seront utilisées pour l'élaboration d'une stratégie ministérielle plus large qui répond aux possibilités et aux menaces des autres principaux marchés émergents tels que l'Inde, la Russie et le Brésil.

D'importants travaux ont été entrepris en 2004 pour établir des mesures supplémentaires afin d'évaluer le rendement du Ministère et l'utilisation des ressources. Les paramètres de conception de l'outil sélectionné, « Tableau de bord de PCI », ont été validés auprès de la haute direction en décembre 2004. Les travaux de développement entrepris pendant l'année exigeaient des efforts considérables de programmation, de transfert de données, de chargement et de tests de fonctionnalités usagers. Ce système d'information intégré relie les données opérationnelles (sur les transactions avec les clients par endroit, type, fréquence, etc.) aux autres dimensions clés des renseignements commerciaux telles que les ressources humaines et financières, les processus

objectifs généraux de la contribution du PDME qu'elles tentent d'obtenir. Les associations qui ont reçu une approbation de financement doivent rendre compte de ces indicateurs et de ces objectifs au moment de la réclamation. Les demandes sont évaluées selon les critères publiés, à savoir la stratégie d'exportation, l'apport différentiel des activités proposées, les avantages pour les membres et le rendement du client au cours des deux dernières années. Un comité d'évaluation composé de trois directeurs du Ministère évalue et approuve les demandes à l'occasion d'un concours annuel de financement.

Les associations participant au PDME compaïent 54 clients et ont dépensé plus de 2 millions de dollars l'année dernière. Les associations participantes ont déclaré une augmentation des ventes de 8 millions de dollars et prévoient des ventes futures d'une valeur de 163 millions de dollars. Certaines associations ont déclaré une augmentation des ventes en termes de volume ou de pourcentage et ne sont donc pas comprises dans ces chiffres. De plus, les entreprises ne déclarent pas toujours les résultats à leurs associations. Il est donc probable que les résultats des associations participant au PDME soient plus élevés que ceux signalés. Une association a lié ses activités bénéficiant de l'appui du PDME aux États-Unis à une augmentation des exportations d'une valeur de 509 millions de dollars en 2004.

D'autres résultats comprennent une association qui a certifié un processus de fabrication canadien aux États-Unis et obtenu le soutien public du département de l'Énergie des États-Unis et de deux associations américaines, ouvrant ainsi la porte aux produits et services canadiens, le recrutement d'un fournisseur de connaissances et de services américains qui a créé une bourse de 10 000 \$ pour encourager les universitaires canadiens à assister à la conférence annuelle nord-américaine sur les partenariats en biotechnologie, des partenariats potentiels d'une valeur pouvant atteindre 26 millions de dollars, des accords de financement, l'initiation de négociations de licences, la couverture de deux secteurs industriels canadiens dans des revues étrangères spécialisées, des protocoles d'entente, le recrutement de nouveaux membres intéressés par l'exportation et l'exportation de nouveaux exportateurs aux marchés étrangers.

La composante industrielle du Programme de développement des marchés d'exportation pour l'industrie (PDME-Industrie), qui existe depuis longtemps, offre des contributions à remboursement conditionnel aux entreprises admissibles, partageant ainsi le risque des coûts d'expansion des marchés. Les remboursements se fondent sur le taux d'augmentation des ventes obtenues à la suite d'activités financées par le PDME.

En réponse aux besoins changeants de l'industrie, des plans sont actuellement élaborés afin de présenter un nouveau successeur, ayant une portée plus large, à ce très fructueux programme de soutien aux entreprises. Par conséquent, aucune nouvelle entente n'a été signée après le 30 mars 2004. Les ententes signées avant cette date sont honorées. Les dépenses atteignent plus de 5 millions de dollars en 2004-2005 alors que les remboursements des bénéficiaires du programme totalisent 2,2 millions de dollars.

Le Fonds de service aux clients est un fonds interne qui fournit des capitaux de démarrage aux missions à l'étranger afin d'appuyer les clients commerciaux dans les secteurs prioritaires. Le Fonds a été évalué à la fin de l'exercice, et un plan d'action est en préparation afin d'aborder les recommandations découlant de l'évaluation. Les conclusions générales de l'évaluation sont favorables, démontrant que le fonds est pertinent et rentable et qu'il répond aux besoins des clients.

Des principes de gestion axée sur les résultats ont été introduits dans les activités des missions partout dans le monde grâce à un système de planification et de déclaration en ligne pour la PCI. Les efforts de gestion axée sur les résultats au sein du Ministère portent en grande partie sur la satisfaction des besoins des clients dans leur recherche d'occasions d'affaires à l'étranger.

Le Ministère a poursuivi le développement et la mise en œuvre de son système de gestion des relations avec les clients, appelé TRIO, au cours de la période 2004-2005. TRIO fournit des solutions intégrées aux agents de commerce afin d'améliorer le traitement, la prestation et le suivi des interactions avec les clients. Le système produit des indicateurs de rendement tels que le délai de traitement moyen des demandes, le volume de services offerts et le nombre de débouchés d'affaires générés. Des modules sont présentement en cours d'élaboration dans le but de faire le suivi des indices de satisfaction

augmentée de 9 % pour atteindre un total de quelque 370 000 visites. Dans le cadre d'un sondage sur la satisfaction de la clientèle entrepris en 2005, la majorité des répondants (77 %) ont donné une note élevée à Exportsource, 80 % indiquant qu'ils utiliseraient le site de nouveau.

L'autre service primaire d'ECI est un service d'information sans frais sur les exportations. Bien que le service téléphonique soit encore populaire, avec 11 456 appels en 2004, ce chiffre représente une baisse de 6 % comparativement à l'année précédente. Cette réduction est probablement le résultat direct de l'utilisation accrue du site Web. Les normes de service en ce qui a trait à la rapidité de réponse continuent à être respectées ou dépassées. Une évaluation de la satisfaction de la clientèle réalisée en 2004 a révélé un taux de satisfaction général de 85 % (un taux plus élevé que la norme de l'industrie pour des services semblables).

Les 12 bureaux régionaux du Ministère situés un peu partout au Canada appuient 454 missions et événements commerciaux et d'investissement qui rejoignent près de 20 000 clients. Afin de mieux saisir les besoins et les réactions des clients, les bureaux régionaux ont réalisé des sondages pour 10 % de ces événements. Les événements qui ont fait l'objet d'un sondage ont enregistré un taux de satisfaction global de 88 %, 59 % des répondants indiquant qu'ils continueraient à creuser le marché, 72 % indiquant qu'ils obtiendraient plus de renseignements et 53 % indiquant qu'ils utiliseraient les renseignements pour changer la façon dont ils gèrent leurs efforts d'exportation. En termes de répercussions pour les clients, il est évident que les événements ont eu pour effet la révision des décisions commerciales. Les bureaux régionaux ont conseillé 6 800 clients pendant l'année, plusieurs bureaux établissant des cibles trimestrielles pour chacun des agents. Les bureaux régionaux ont ensuite questionné 80 % des nouveaux clients inscrits auprès du DCV afin de déterminer les services et les programmes qui seraient le plus à leur avantage.

Le Programme de développement des marchés d'exportation pour les associations participantes (PDME-Associations) est un programme de contribution non remboursable accessible aux associations commerciales nationales. Dans leur demande, les associations doivent déterminer les indicateurs de rendement de chacune des activités qu'elles proposent et fixer les

Ministère compile également des statistiques sur le nombre de PME participantes, les entreprises nouvellement entrées sur le marché et prêtes à l'exportation ainsi que les entreprises dirigées par des femmes, des Autochtones et des jeunes.

Le Centre des études de marché a poursuivi la mise en œuvre d'un sondage en ligne auprès des clients en tant que moyen de générer une évaluation quantitative détaillée de la satisfaction de la clientèle à l'égard de ses produits de base d'information sur les marchés. Le taux de satisfaction général montre que le Centre a réussi à améliorer ses services de façon continue et qu'il aborde les besoins des clients. Les renseignements du Centre auxquels les clients ont accès sont utilisés pour cerner les marchés potentiels (52 %) et connaître les antécédents des marchés ciblés (49 %). De plus, la grande majorité des clients a utilisé les renseignements fournis et 84 % ont pris des mesures pré-

Afin de compléter l'évaluation ci-dessus, le Centre a mené une série de tests auprès de groupes de consultation dans l'ensemble du Canada dans le but d'obtenir une réaction qualitative cruciale de la part des clients industriels canadiens sur les produits de base d'information sur les marchés. Dans l'ensemble, la gamme de produits actuelle a répondu ou dépassé les attentes des clients.

Dans une autre tentative de cueillette de renseignements qualitatifs pour améliorer le service à la clientèle, le SDC a organisé des séances de compte rendu avec les gestionnaires de programmes commerciaux rentrant d'affectations à l'étranger. On a demandé aux gestionnaires de cerner les problèmes auxquels ils ont été confrontés dans la gestion des programmes commerciaux à l'étranger. Un rapport sur leurs commentaires a été préparé et présenté à la direction, accompagnée d'une recommandation unanime du groupe de faire de cette activité un événement annuel. De plus, un sondage auprès des délégués commerciaux stationnaires a été mené à l'automne 2004. Les réponses aux questions sur leur expérience de recrutement seront utilisées pour élaborer une stratégie de recrutement à long terme.

Le site Internet d'Équipe Canada (<http://www.export-source.ca>) demeure d'une grande valeur pour les exportateurs. En 2004-2005, les visites sur le site ont

Le ministre du Commerce international a dirigé le contingent canadien en 2005. Sa participation a aidé à mettre en évidence le Canada en tant qu'économie du savoir du XXI<sup>e</sup> siècle, en plus de faire la promotion du Canada en tant que pays d'investissement grâce à plusieurs perspectives d'investissement commercial prédéterminées.

- La promotion des services du SDC dépend d'une variété d'outils. Parmi les meilleures façons de faire, on compte les missions commerciales d'Équipe Canada dirigées par le ministre du Commerce international. À la suite des efforts ministériels pour accroître la sensibilisation aux occasions à l'étranger et recruter les parties canadiennes intéressées, un total de 46 entreprises (dont 22 PME) ont participé à la mission commerciale d'Équipe Canada au Brésil et 372 entreprises (dont 213 PME) ont participé à la mission commerciale d'Équipe Canada en Chine. De plus, le Ministère a organisé la mission commerciale Circuit Amérique centrale au Guatemala, au El Salvador, au Costa Rica et au Panama. Tous ces événements ont rapporté d'importants dividendes dans la promotion de l'image du SDC et de la valeur de ses services aux entreprises canadiennes.

### Initiatives de gestion du rendement

Le sondage biennal du SDC auprès des clients, mené en 2004 la fois dernière, a validé les services offerts par le SDC aux clients commerciaux et permis d'identifier les éléments à améliorer et aux partenaires, Ministère de mieux comprendre les besoins changeants et les attentes des clients. Les rapports de mission ont été remplacés par des analyses régionales de plus haut niveau dans le dernier sondage. Dans l'ensemble, le sondage a réaffirmé que le SDC fournit des services de haute qualité aux clients de toutes les régions du monde. Les résultats détaillés du sondage peuvent être consultés à l'adresse <http://www.infoexport.gc.ca>.

Dans le contexte des missions commerciales d'Équipe Canada dirigées par le ministre du Commerce international, des sondages sont envoyés aux participants afin d'évaluer les services ministériels et la qualité des programmes dispensés au cours de ces missions. Le

- services du SDC. En 2004-2005, quelque 210 délégués commerciaux de missions à l'étranger ont rencontré plus de 2 100 entreprises canadiennes, dont 43 % étaient « nouvelles sur le marché ». Les programmes ont ciblé des PME présentant un potentiel d'exportation à l'occasion de 95 événements dans 32 régions du Canada et à l'étranger, exposant plus de 4 000 exportateurs existants et potentiels aux services du SDC. Des profils de réussite sont régulièrement mis en valeur dans la publication de prestige du Ministère, CanadaExport, publiée deux fois par mois, dans son supplément sur les femmes entrepreneurs ainsi que sur son site Web officiel.
- Les sondages menés auprès des clients révèlent continuellement l'importance des produits d'études de marché. En 2004-2005, le Centre a produit 97 rapports sur le marché, aperçus de marché et perspectives de marché ainsi que 110 profils sectoriels de pays. De plus, le Centre a collaboré avec les différentes missions à l'élaboration de 76 produits de renseignements sur les marchés initiés par les missions à l'étranger. Plus de 280 documents de renseignements sur les marchés ont été affichés en ligne pour les clients canadiens. Ces publications ont enregistré près de 56 000 téléchargements pendant l'année, confirmant ainsi la forte demande soutenue des clients.

- Par l'intermédiaire du site Web IFInet, plus de 4 000 abonnés reçoivent toutes les semaines des annonces, des événements et des renseignements spécialisés concernant des institutions financières internationales et d'autres occasions d'expansion des affaires. IFInet demeure un outil très populaire pour la diffusion de renseignements sur le marché du développement international. Le site IFInet affiche actuellement 48 fiches de renseignements institutionnelles et 96 fiches de renseignements sur les « sources de financement » propres à chaque pays, lesquelles ont été entièrement intégrées au DCV. Avec une moyenne de 1 368 visites par jour, ce site a reçu environ 500 000 visites au cours de la dernière année.

- Le Ministère organise régulièrement la participation du Canada à la rencontre annuelle du Forum économique mondial (FEM) à Davos, en Suisse,

- Le Ministère a formé un groupe de travail interministériel afin d'agir à titre de point de contact pour les quelque 200 entreprises canadiennes intéressées par les efforts de secours et de reconstruction après le tsunami qui a frappé l'Océan Indien. Le Ministère a coordonné une approche pangouvernementale du positionnement du secteur privé dans l'effort de reconstruction, dont la planification d'initiatives conjointes au Canada et dans la région touchée.

- Dans le cadre des efforts qui sont déployés pour assurer que les ressources du Ministère à l'étranger sont utilisées de la façon la plus efficace possible, un examen approfondi des postes commerciaux à l'étranger a été entrepris par un groupe de travail interne. À l'issue de cet examen, 10 postes commerciaux étrangers ont été redéployés dans d'autres pays ou régions afin de mieux refléter la demande des clients et les priorités ministérielles. Le redéploiement sera mis au point et se poursuivra de façon permanente afin de s'assurer que ces précieuses ressources sont utilisées de la façon la plus efficace possible à l'appui du commerce canadien partout dans le monde.

**Promotion : Commercialiser les services mondiaux du Service des délégués commerciaux du Canada de façon plus proactive**

- En 2004-2005, le Ministère a continué à promouvoir le Service des délégués commerciaux auprès des entreprises canadiennes, en particulier les PME, les femmes entrepreneures et les exportateurs autochtones. Une attention particulière a été portée à l'établissement de la clientèle du Délégué commercial virtuel (DCV), une application Web offrant des services personnalisés aux entreprises canadiennes. Grâce à des efforts de promotion tels que des activités de sensibilisation, des foires commerciales, des publications et des articles, le nombre de clients inscrits auprès du DCV est passé de 9 812 à 15 230 (une augmentation de 55 %). La moitié d'entre eux étaient de nouveaux clients n'ayant jamais eu accès aux services du Ministère auparavant. On prévoit que ce mécanisme continuera à gagner en pertinence, améliorant ainsi l'efficacité de la prestation de services au cours des prochaines années.
- Les programmes de sensibilisation sont une composante importante de la promotion des

à leurs concurrents étrangers dans la recherche d'occasions d'affaires sur les marchés en développement. Ces améliorations sont une réponse directe aux recommandations formulées par le Comité permanent des affaires étrangères et du commerce international et le Comité sénatorial permanent des banques et du commerce lors de la plus récente révision législative de la *Loi sur l'exportation des exportations* (voir le communiqué pertinent à l'adresse [http://www.edc.ca/docs/news/2005/2005\\_news\\_f\\_7277.htm](http://www.edc.ca/docs/news/2005/2005_news_f_7277.htm)).

- À la suite du processus d'appel d'offres international géré par la GCC, un gestionnaire de fonds a été nommé en mai 2004 pour le Fonds canadien pour l'Afrique de 500 millions de dollars, lequel a été établi dans le cadre du Nouveau Partenariat pour le développement de l'Afrique (NEPAD) introduit au Sommet du G8 à Kananaskis, en juin 2002. Après de nombreuses négociations détaillées, le Fonds a été lancé en avril 2005.

- Le Ministère a mené l'élaboration des politiques et la rédaction de la section commerciale de l'*Enoncé de politique internationale du Canada*. Il a souligné l'importance de réaliser des solutions intégrées dans les domaines de la promotion du commerce et de l'investissement et de la coopération en science et en technologie. Aussi, des politiques ont été élaborées afin de mieux reconnaître les avantages économiques de l'investissement direct canadien à l'étranger en tant qu'élément moteur de l'exportation, de la science et de la technologie et de l'innovation. Le langage adopté dans la section commerciale de l'*Enoncé de politique internationale du Canada* reflète clairement cette orientation stratégique.

- Le Ministère a initié l'établissement de lignes directrices pour les délégués commerciaux afin de s'assurer de la prestation de services cohérents et à valeur ajoutée aux entreprises canadiennes qui cherchent des solutions de échange concurrentielles à l'approvisionnement étranger. Puisque les stratégies de sélection des fournisseurs impliquent souvent un investissement direct dans les valeurs actives à l'étranger, ces lignes directrices seront strictement conformes à l'établissement en cours de politiques sur l'investissement à l'étranger, en collaboration avec les autres ministères fédéraux.

diraire du Délégué commercial virtuel (DCV), s'assurant ainsi que les entreprises canadiennes peuvent en faire le suivi de la façon la plus efficace possible.

- Le Centre des études de marché du Ministère a envoyé environ 1 000 bulletins électroniques aux missions canadiennes à l'étranger pour les informer de la publication de nouveaux articles par les différentes sources électroniques d'information soulignant les occasions d'affaires internationales pour les entreprises canadiennes.

- Afin de favoriser une participation accrue aux projets financés par les institutions financières internationales, le Ministère a créé des fiches de renseignements personnalisées qui offrent aux entreprises canadiennes un aperçu des sources de financement de programmes d'approvisionnement auprès de pays clés : 13 en Afrique, 12 en Amérique latine, 5 en Asie de l'Est, 5 en Europe centrale et 5 au Moyen-Orient. Afin de favoriser l'intérêt pour de tels projets, le Ministère a publié 14 profils de réussite sur son site Web IFInet fonctionnant par abonnement. La publication en ligne du rapport Comment profiter du marché d'infrastructure mondial s'est avérée particulièrement bien reçue, avec plus de 19 972 visites au cours de l'exercice.

- Aussi, le Ministère a créé un portail Web sur la réaction du Canada au tsunami qui a frappé l'Océan Indien pour les demandes du secteur privé. Le site fournit des renseignements aux entreprises canadiennes sur les programmes de reconstruction prévus dans les pays sinistrés par les organismes de développement multilatéral et les principales organisations non gouvernementales. Au cours des quatre premiers mois d'opération, le site a reçu plus de 5 500 visites.

- En date de mars 2005, des renseignements sur le financement de projets de la Banque interaméricaine de développement et de la Banque mondiale étaient communiqués chaque trimestre aux missions dans les Caraïbes et en Amérique latine. Cette pratique exemplaire sera répétée dans d'autres régions du monde au cours des prochains mois. En partenariat avec Équipe Canada et l'ACDI, un nouveau Guide de soumissions à des projets de

- deux amendements à l'Arrangement relatif à des lignes directrices pour les crédits à l'exportation bénéficiant d'un soutien public de l'OCDE ont été acceptés à la fin de 2004. L'Arrangement de l'OCDE réglemente les conditions selon lesquelles les membres de l'OCDE offrent un soutien financier à l'exportation à leurs exportateurs nationaux. En conséquence, le coût d'un tel soutien pour les contribuables est contrôlé, et des règles sont établies entre les différents exportateurs des pays membres.
- L'Accord sectoriel sur les aéronefs, lequel établit les conditions spéciales du financement des ventes d'aéronefs, fait présentement l'objet d'une révision négociée. Bien que le Brésil ne soit pas membre de l'OCDE, en tant que chef de file dans le domaine de l'aérospatiale, le pays prend part aux négociations, réduisant ainsi le risque de différends ultérieurs.

- En 2004-2005, de nombreuses politiques de service aux clients ont été examinées ou mises à jour. Parmi les sujets abordés se trouvaient la question du personnel commercial chargé d'activités non commerciales exigeantes de même que la question de l'intégration de la responsabilité sociale des entreprises dans la prestation des services. Différents cas relatifs aux politiques ont également été présentés par les missions et résolus, souvent après consultation entre les différentes directions du Ministère. De nouvelles politiques ont été diffusées par différents moyens, y compris le site intranet « Horizons » et des cours de formation. L'Unité d'appui aux postes a reçu plus de 2 500 demandes de la part de délégués commerciaux à l'étranger, traitant près de 1 700 cas distincts.

- Un des principaux rôles du Ministère est de travailler avec l'Exportation et développement Canada (EDC) et la Corporation commerciale canadienne (CCC) à favoriser la mise au point de produits afin de satisfaire aux nouveaux besoins des clients. Une mise à jour du programme de garanties bancaires d'EDC a ensuite été réalisée. Le programme donnera aux exportateurs accès à des garanties de prêts semblables à ceux accessibles

*Programmes et politiques : Attribuer les ressources des programmes, établir les politiques selon les priorités et coordonner les programmes et les services du Ministère avec ceux offerts par les partenaires*

- Les programmes et les services de promotion du commerce international du Ministère sont mis en œuvre grâce aux politiques élaborées pour établir et renforcer l'accès aux marchés étrangers des biens et des services canadiens. Les missions commerciales d'Équipe Canada au Brésil et en Chine, dirigées par le ministre du Commerce international, sont des exemples éloquentes de l'utilisation stratégique des ressources ministérielles. Les missions visent à consolider les relations bilatérales dans des domaines clés tels que le commerce, la coopération en science et en technologie et l'investissement. Au cours de ces importants événements, les entreprises canadiennes intéressées par d'autres marchés sud-américains et asiatiques ont rencontré individuellement des délégués commerciaux de ces régions afin de discuter des questions d'accès aux marchés et des nouveaux débouchés d'affaires. Lorsque les gouvernements jouent un rôle central ou influent sur les marchés de grands projets industriels, en plus du rôle attendu qu'ils jouent dans l'établissement de la politique économique, les avantages de telles missions de haut niveau ne peuvent être surestimés. Des initiatives complémentaires dans d'autres parties du monde ont fait la promotion du Canada en tant que partenaire d'affaires fiable et intéressant dans tous les aspects de l'entreprise commerciale. Appuyée par le programme de promotion Image de marque du Canada, l'entreprise canadienne s'est fait très présente dans 27 foires internationales importantes. Cette approche interactive a maximisé les ressources précieuses souvent modestes des entreprises dévouées aux études de marché et aux voyages d'affaires et a permis aux fonctionnaires de cerner et de transmettre de nouveaux débouchés d'affaires aux fournisseurs canadiens qualifiés.
- Le Centre des occasions d'affaires internationales a traité plus de 6 000 débouchés d'affaires reçus des délégués commerciaux à l'étranger. Ces débouchés ont été directement communiqués aux entreprises canadiennes, dont 75 % sont des PME. De tous les débouchés traités, le Centre a choisi d'en diffuser 1 500 en ligne par l'intermédiaire

tative conjointe avec Citoyenneté et Immigration Canada et introduit une méthode de rétroaction des usagers afin d'évaluer leur potentiel de saisie des débouchés d'affaires.

- Les renseignements sur les produits et les services d'Agriculture et Agroalimentaire Canada, de la Corporation commerciale canadienne, d'Exportation et développement Canada et de Patrimoine canadien ont été intégrés dans la plate-forme de services électroniques du Délégué commercial virtuel.
- Le Ministère a mis à jour et créé de nouvelles pages Web pour les exportateurs autochtones et les femmes exportatrices et participé au développement du portail des étudiants étrangers « Vivre, apprendre et réussir » afin de faciliter et d'encourager les études au Canada.
- Dans le cadre des efforts déployés pour renforcer les Réseaux commerciaux régionaux, l'Entente sur la promotion du commerce international entre le Canada et les provinces de l'Atlantique a été renouvelée pour une période supplémentaire de quatre ans, le financement de 10 millions de dollars étant fourni par l'Agence de promotion économique du Canada atlantique et les quatre provinces de l'Atlantique. Des négociations ont également été entreprises avec l'Alberta, la Saskatchewan, le Manitoba, le Nunavut et les Territoires du Nord-Ouest, entraînant ainsi le renouvellement de leurs protocoles d'entente individuels sur la promotion du commerce international. Ces protocoles fournissent un cadre pertinent à une meilleure coordination et à la maximisation des ressources parmi les Réseaux commerciaux régionaux.
- Le délégué commercial en chef a rencontré les cadres dirigeants de 31 entreprises ou organismes d'un bout à l'autre du pays dans le cadre de l'Initiative stratégique de relations avec les entreprises. Cette initiative vise à établir une relation plus étroite avec un certain nombre de clients très prometteurs afin de s'assurer que le Service des délégués commerciaux peut satisfaire à leurs besoins. Elle permet une meilleure compréhension des intentions et des stratégies commerciales des clients.

régionaux et des partenaires clés des Réseaux commerciaux régionaux afin de déterminer les lacunes de service et les domaines où les partenariats pourraient être renforcés. Selon les conclusions, plusieurs initiatives ont été lancées, et l'Unité de soutien des bureaux régionaux a été établie. Les Réseaux commerciaux régionaux sont coprésidés par les délégués commerciaux supérieurs des bureaux régionaux.

• Tenant compte de l'importance de l'innovation dans l'établissement d'une économie du savoir, le Ministère joue un rôle stratégique de premier plan dans la communauté scientifique et technologique canadienne en défendant une approche pangouvernementale sur le plan international. En plus d'éviter la répétition des efforts, cette approche maximise les ressources mises de l'avant. Par exemple, le Ministère a amené le Canada à participer à BioVision-France, où une approche holistique bien organisée a eu une incidence importante et placé le Canada parmi les plus grands joueurs mondiaux dans le domaine de la biotechnologie.

• Le Réseau interministériel sur la science et la technologie internationales, présidé par le Ministère, a été revitalisé et correspond davantage aux priorités internationales du gouvernement du Canada, y compris la position du Canada sur les accords cadres en science et en technologie. Les recommandations formulées par les membres du Réseau ont été utilisées pour réaffecter à l'étranger les postes scientifiques et technologiques au cours de l'été 2004, et le Ministère a dirigé la coordination des projets internationaux de la Stratégie canadienne en matière de biotechnologie.

• Le Ministère a contribué au programme de commercialisation de la technologie du gouvernement du Canada par un examen des pratiques internationales relatives à l'innovation et à la commercialisation et des contributions à un inventaire de commercialisation interministériel. Il a également entrepris des recherches et des délibérations sur les mesures du rendement. En conséquence, la politique, les programmes et les communications du gouvernement sur la commercialisation ont été renforcés par une reconnaissance accrue des dimensions internationales de la politique scientifique et technologique.

• Au cours de la dernière année, le Ministère a rassemblé des partenaires scientifiques et technologiques canadiens, principalement du monde scientifique et technologique fédéral, afin de présenter deux grands projets financés par le Programme-cadre 6 de l'UE, y compris l'établissement d'un bureau à Ottawa dévoué à servir les chercheurs canadiens et européens des universités, de l'industrie et du secteur public. Le mandat du bureau est de renforcer la collaboration en recherche et développement au cours des trois prochaines années en sensibilisant aux différentes possibilités (p. ex. recherche coopérative, mobilité des chercheurs, révision par les pairs, transfert de technologie, dialogue sur les systèmes et les résultats), en concrétisant des partenariats, en fournissant des renseignements (p. ex. financement de la recherche et programmes de bourses), en offrant une aide pratique (p. ex. demandes, contrats, questions de propriété intellectuelle), en fournissant des renseignements et des services en ligne et en organisant des événements.

• La mission commerciale d'Équipe Canada au Brésil dirigée par le ministre Peterson a permis d'accroître considérablement la sensibilisation aux partenariats scientifiques et technologiques potentiels entre le Canada et le Brésil. De plus, les réunions de sensibilisation avec les directeurs exécutifs des grappes scientifiques et technologiques de la Colombie-Britannique ont véhiculé la valeur des services du SDC et communiqué la façon dont le Ministère peut faciliter l'atteinte d'objectifs commerciaux internationaux groupés.

• Grâce au soutien des délégués commerciaux à l'étranger, le Ministère a coordonné la participation de plus de 30 journalistes scientifiques étrangers à la Conférence mondiale des journalistes scientifiques tenue à Montréal en octobre 2004. Cet événement a été une excellente occasion de faire du Canada un joueur international clé dans l'innovation.

• En ce qui a trait aux visiteurs étrangers sur le site Web du gouvernement du Canada, le Ministère a initié de nouvelles ententes de partenariat afin de rationaliser le contenu des sites partenaires dans le site Faire des affaires avec le Canada. Il a également rehaussé la source de renseignements pour les visiteurs commerciaux étrangers grâce à une initiative

- les politiques économiques, les pratiques, les programmes et les services. Les besoins et les priorités des exportateurs des PME ont été également reflétés dans l'élaboration d'initiatives telles que l'accord visant à renforcer le commerce et l'investissement entre le Canada et l'Union européenne.
  - Pour aider à réorienter les stratégies commerciales vers les nouveaux modèles internationaux, les fonctionnaires ont mené des initiatives telles que le processus des tables rondes sur la chaîne de valeur agroalimentaire, des tables rondes nationales sur la commercialisation de l'enseignement et une table ronde sur les défis et les possibilités des marchés émergents tels que la Chine, l'Inde et le Brésil afin de s'assurer d'une coopération continue et de la cohérence entre les intervenants fédéraux et provinciaux et de l'industrie. De plus, des tables rondes animées par le ministre du Commerce international à l'occasion des missions commerciales au Brésil et en Chine ont contribué à accroître la compréhension des défis auxquels sont confrontées les entreprises canadiennes dans ces marchés clés.
  - Le Ministère a participé au processus sectoriel d'Équipe commerciale Canada, lequel a mené à la rédaction et à la mise en œuvre de plusieurs plans d'action et stratégies sectorielles sur le commerce international, y compris les groupes de travail d'Équipe commerciale Canada – Produits et services culturels organisés par Patrimoine canadien.
  - En tant que moyen d'intégrer l'établissement de services financiers concurrentiels au perfectionnement professionnel, le Ministère a mis sur le soutien de plusieurs partenaires externes pour la prestation de cours de formation et la réalisation d'activités de sensibilisation, de missions et d'autres événements en lien avec le financement du commerce international. Parmi les partenaires se trouvaient EDC, Ontario Exports, Manufacturiers et Exportateurs du Canada, l'Agence canadienne de développement international (ACDI) et les institutions financières telles que la Banque mondiale et les banques régionales.
  - Le SDC a entamé des consultations pancanadiennes auprès du personnel de tous les bureaux
- Plus de 300 nouveaux partenaires de prestation de services du Canada ont été contactés pour prendre part au réseau d'ECI. La plupart de ces nouveaux partenaires étaient des associations commerciales et industrielles. Des mesures supplémentaires ont été prises pour renouveler le rôle d'ECI dans la facilitation du dialogue sur les politiques et établir l'orientation stratégique globale du partenariat.
  - Les organismes membres d'ECI ont été encouragés à participer à des délibérations sur un nombre de questions stratégiques, y compris le renouvellement de l'initiative Image de marque du Canada et la prestation de services plus intégrés dans des secteurs prioritaires. La formation d'un groupe de travail sur les marchés émergents et la création ultérieure d'un « portail Canada-Inde » offrant accès à une variété de services et de programmes gouvernementaux aux entreprises du Canada et de l'Inde en sont des exemples.
  - Le Ministère continue à travailler avec différents partenaires à la promotion et à la prestation de services relatifs au commerce, à l'investissement et à la science et à la technologie par l'organisation continue de missions commerciales et d'initiatives de sensibilisation ministérielles et la participation du Canada au Forum économique mondial annuel, ainsi qu'aux programmes Équipe Canada Junior et Prix d'excellence à l'exportation canadienne.
  - Le Conseil consultatif des petites et moyennes entreprises (PME) du ministre du Commerce international s'est réuni deux fois au cours de la dernière année pour discuter des orientations des différents programmes commerciaux. Par exemple, le conseil a examiné le Programme de développement des marchés d'exportation et le Délégué commercial virtuel en relation avec les besoins des PME ainsi qu'avec les nouveaux débouchés comme les marchés émergents. Le conseil s'est avéré un mécanisme de consultation hautement efficace pour le Ministère.
  - Les fonctionnaires ont fait de la sensibilisation, au nom des PME, auprès des ministères partenaires afin de s'assurer que les besoins sont reflétés dans

L'Initiative d'apprentissage global pour les nouveaux chefs de mission.

- Le SDC a également mis au point plusieurs nouveaux outils de formation afin d'offrir une approche systématique de la formation aux employés des ministères partenaires affectés à l'étranger par Commerce international. Grâce à des consultations plus étroites avec les trois partenaires d'Équipe Canada, des préparatifs ont été mis en œuvre pour qu'un nouveau cours pilote soit offert par Ressources naturelles Canada et qu'un ensemble de séances d'information globales soit présenté aux agents sortants par Agriculture et Agroalimentaire Canada.

- Le SDC a lancé une importante initiative de promotion de la vision, du but et des valeurs fondamentales du SDC. À la suite de consultations étendues entreprises au cours de la dernière année et dernière, le SDC a mis au point un outil d'apprentissage novateur, lequel a été distribué au sein du Ministère afin d'être utilisé par les gestionnaires de programmes dans le but d'inculquer des valeurs fondamentales à leurs équipes. Dans le cadre de leur entente de gestion du rendement annuel, on a demandé aux gestionnaires de programmes de diriger une séance auprès de leur personnel à l'aide de l'outil avant le 31 mars 2005. La rétroaction fournie par plus de 50 gestionnaires a démontré que l'outil a été mis en place avec succès.

- Un groupe de gestionnaires supérieurs a participé à un atelier sur l'excellence en leadership dirigé par l'Institut national de la qualité. L'atelier portait sur le rôle des chefs dans l'avancement de l'excellence au sein du SDC et dans la reconnaissance des besoins nécessaires à l'élaboration et à la mise en œuvre d'une approche progressive et stratégique pour atteindre les objectifs de qualité et l'excellence organisationnelle. Les participants ont donné une note de 8,5 sur 10 à l'atelier en termes de valeur et d'applicabilité.

- Le « Guide de gestion de la qualité à l'intention de la direction » a été validé et achevé. Il a ensuite été distribué à tous les gestionnaires de programmes commerciaux des missions à l'étranger, de l'administration centrale et des bureaux régionaux. Le

guide, qui se veut une trousse d'aide individuelle, comprend six modules pratiques et interactifs qui appuient les gestionnaires dans la mise en œuvre d'une approche de gestion de la qualité dans les activités quotidiennes avec leurs équipes. Les missions qui ont réalisé des essais pilotes de la trousse ont pu obtenir une certification de premier niveau en vertu du Programme d'excellence progressive de l'Institut national de la qualité.

- Dans le cadre des efforts déployés pour améliorer constamment la prestation des services, les cadres supérieurs et les gestionnaires du SDC ont participé à la vérification et à l'évaluation de 13 programmes de PCI en 2004-2005.

- Dans le cadre d'efforts permanents pour améliorer le moral et la satisfaction professionnelle des employés, un plan d'action détaillé et une réponse de la direction ont été préparés pour aborder chacune des sept principales questions et les 38 points précis découlant du sondage de 2003 auprès des employés. De plus, des réunions non officielles ont été tenues avec les employés étrangers en visite à l'administration centrale afin de déterminer leurs opinions sur ce qui les satisfait et ne les satisfait pas professionnellement. Depuis 2001, plus de 300 employés de missions à l'étranger ont eu l'occasion de fournir une rétroaction confidentielle par l'intermédiaire de consultations non officielles.

- Une moyenne de 900 usagers par mois ont visité le site intranet « Horizons », qui offre toute une gamme d'outils électroniques pour aider les délégués commerciaux à effectuer leur travail plus efficacement et à assurer le service à la clientèle. Un examen approfondi confirme que le contenu correspond aux besoins des usagers.

*Les partenaires : Faire en sorte que le SDC fournisse à sa clientèle des services intégrés, de haute qualité et à valeur ajoutée par le biais de partenariats publics-privés, notamment Équipe Canada inc (ECI) et des réseaux internationaux de promotion de la science, de la technologie et de l'investissement*

- Le transfert de la Direction d'Équipe Canada d'Industrie Canada renforcera le rôle de leadership stratégique du Ministère dans la promotion du

- Au cours de la période 2004-2005, le SDC a offert des séances de formation technique aux employés (de l'administration centrale et à l'étranger) afin de renforcer leurs connaissances et leurs compétences dans plusieurs domaines clés de la prestation des services. Quelques points saillants sont présentés ci-dessous.

- Un cours de formation intensive de trois jours a été offert en collaboration avec Exportation et développement Canada (EDC) aux gestionnaires de programmes commerciaux affectés à l'étranger. EDC a présenté un cours de formation d'une demi-journée à 32 délégués commerciaux affectés à l'étranger. De plus, 12 agents travaillant dans la région des Caraïbes (CARICOM) ont reçu une formation au sol sur la recherche d'occasions d'approvisionnement par l'intermédiaire d'institutions financières internationales. Un cours d'une journée sur le financement du commerce international a été dispensé à 43 participants, et 50 personnes ont participé à un cours de 4 jours sur les projets financés par des organisations des Nations Unies et des institutions financières internationales.

- Par le biais du Programme d'apprentissage continu, une formation sectorielle a été offerte dans le cadre de 15 événements internationaux : 11 au Canada et 4 à l'étranger. Plus de 290 agents de près de 110 missions différentes et 116 agents de l'administration centrale et des ministères participantes ont suivi ces séances de formation.

- Plus de 165 séances de formation sur Win-Exports, InfoExport, le Délégué commercial virtuel et le système international de gestion de contenu InfoExport ont été offertes à plus de 210 employés. De plus, 257 employés ont participé au cours de deux jours intitulé « SDC Servir nos clients », lequel a été dispensé 12 fois. Ce cours comprend maintenant des discussions sur le rôle des bureaux régionaux dans la préparation des clients à travailler avec les missions canadiennes à l'étranger.

- Enfin, 150 délégués commerciaux ont reçu une formation scientifique et technologique afin d'accroître leur capacité à réaliser le programme ministériel de science et de technologie. Le domaine de la science et de la technologie a également été intégré dans le nouveau cours de

d'autres régions en croissance, comme la Chine, l'Inde et le Brésil, entre autres. Les missions commerciales d'Équipe Canada en Chine et au Brésil, menées par le ministre Peterson, ont consolidé les relations bilatérales dans des domaines de base tels que le commerce, la coopération en science et en technologie et l'investissement. Les travaux initiaux sur la Stratégie sur les marchés émergents ont inclus d'importantes consultations nationales avec un groupe d'intervenants, dont des tables rondes animées par le ministre Peterson et le secrétaire parlementaire, Mark Eyring. En outre, une page Web à ce sujet a été créée afin de solliciter les opinions et les suggestions des entreprises, des organisations non gouvernementales, des universitaires et des autres spécialistes. Les suggestions des intervenants contribueront à guider le peaufinement de la stratégie afin de s'assurer que sa mise en œuvre correspond entièrement aux besoins et aux attentes des entreprises canadiennes.

## Réalisations et rendement

En se fondant sur le *Rapport sur les plans et les priorités* de l'année dernière, le programme de PCI a cerné quatre priorités pour 2004-2005 : les gens, les partenaires, les programmes et les politiques ainsi que la promotion. Les réalisations ayant trait à ces priorités sont présentées ci-dessous.

### *Le personnel : Continuer à accroître les compétences, les connaissances et la satisfaction au travail des spécialistes de la promotion du commerce international*

- Dans le but d'accroître constamment sa capacité à servir les intérêts des entreprises canadiennes sur la scène internationale, le Service des délégués commerciaux a continué à mettre en œuvre une stratégie d'apprentissage progressive portant sur l'amélioration de la prestation des services et la cueillette de renseignements commerciaux. Au cours de l'année, le Service a réalisé une initiative de formation globale, connue sous le nom d'Initiative d'apprentissage global, auprès de plus de 100 gestionnaires de programmes commerciaux et de 25 employés de bureaux régionaux de partout au Canada. Une évaluation de cours entre-prise six mois plus tard a démontré que les résultats ont nettement dépassé les attentes.

Notre environnement de travail

L'économie canadienne a poursuivi une tendance positive en 2004 avec une augmentation de la croissance réelle de 2,9 %. Il s'agit de la 13<sup>e</sup> année consécutive de croissance ininterrompue. Cette tendance était également manifeste dans le rendement commercial international du Canada alors que les exportations de biens et de services se sont élevées à une marge de 1 % de leur dernière pointe et que les importations ont atteint des niveaux élevés records. La balance du commerce des biens et des services a enregistré un surplus encore plus grand de 7,2 milliards de dollars et celle des transferts de 0,1 milliard de dollars, alors que le déficit des revenus d'investissement s'est resserré de 3,1 milliards de dollars.

Le développement commercial proactif aux États-Unis est demeuré la principale priorité de la promotion du commerce international du Ministère en 2004-2005. En tant que membre fondateur de l'Initiative de représentation accrue (IRA), le Ministère a travaillé en étroite collaboration avec ses partenaires de l'IRA et les autres Ministères à la réalisation d'une approche pangouvernementale des relations commerciales du Canada avec les États-Unis. L'augmentation du nombre d'emplois et de points de service aux États-Unis a grandement amélioré le niveau d'engagement après des Américains à l'échelle locale, nationale et régionale. Cela a permis au Ministère de promouvoir les intérêts canadiens dans le domaine du commerce, de l'investissement et de la technologie et de faire progresser les intérêts sectoriels des Ministères partenaires, des provinces et des territoires, ainsi que du milieu canadien des affaires.

Grâce à de meilleures initiatives de défense des intérêts, le Ministère a continué à jouer un rôle de premier plan dans la gestion et la coordination du programme de promotion du commerce international (PCI) aux États-Unis, lequel a réussi à intégrer les éléments de base des partenariats au commerce, à l'investissement, à la science et à la technologie. Tous ces éléments essentiels appuient la plus importante relation bilatérale au monde. Par exemple, dans l'industrie aérospatiale, une coalition gouvernement-industrie a réussi à obtenir 35 contrats, d'une valeur de plus de 100 millions de dollars, pour des entreprises canadiennes en vertu du Programme américain des avions d'attaque interarmées.

Le Ministère a élaboré des stratégies multipartenaires dans des secteurs prioritaires aux États-Unis et renforcé des messages cohérents auprès d'un réseau toujours grandissant de partenaires commerciaux américains potentiels. Par exemple, la stratégie de commercialisation dans le domaine des biosciences a réussi à mettre en évidence les capacités uniques des Canadiens à réaliser des essais cliniques. Les appels cibles réalisés par nos missions auprès des principaux instituts et entreprises américains ont généré un mouvement d'intérêt à faire des affaires avec le Canada. D'importants clients potentiels ont participé à des événements majeurs dans des secteurs tels que l'environnement (GLOBE), l'énergie de remplacement (Piles à combustible Canada) et la sécurité intérieure (Conférence des Amériques sur l'approvisionnement). Ces événements donnent l'occasion aux entreprises canadiennes d'être vues par les principaux décideurs américains, engendrant ainsi davantage d'occasions d'affaires.

Sur le plan technologique, le Ministère a élaboré un cadre fiable pour l'Initiative de partenariats technologiques, qui est maintenant entièrement fonctionnel. Six missions de partenariat dans des secteurs prioritaires ont été menées, présentant ainsi plus de 100 entreprises canadiennes à des partenaires américains potentiels. Le très populaire programme Exportation E.-U. a célébré son 20<sup>e</sup> anniversaire en 2004, offrant aux nouveaux exportateurs canadiens une exposition directe aux aspects pratiques de la façon de faire affaire aux États-Unis en plus de renseignements précieux sur les perspectives du marché pour leurs produits et services. Depuis son lancement, plus de 21 000 entreprises ont participé à ce programme, améliorant ainsi grandement leur capacité à pénétrer ce qui est probablement le marché le plus concurrentiel au monde.

Dans le cadre du Plan d'action pour une frontière intelligente, le Canada a continué à travailler à protéger et à faciliter la circulation des biens et des personnes à la frontière canado-américaine en mettant en œuvre et en étendant le programme d'expéditeurs rapides et sécuritaires (EXPREES) et le programme NBXUS. Ces programmes sont d'une grande valeur pour tous les segments commerciaux canadiens. Même si les États-Unis sont et demeureront de loin notre plus important marché, le Ministère a pour suivi l'élaboration d'une stratégie globale pour aider à positionner les entreprises canadiennes dans

nence des consultations et des mécanismes de sensibilisation actuels. Le rapport final comprenait des recommandations pour un cadre prospectif et souple de consultations et d'engagement.

- Le Ministère a publié deux rapports annuels sur le rendement commercial du pays. Ces documents peuvent être consultés en ligne aux adresses suivantes : <http://www.dfait-maeci.gc.ca/tna-nac/cimap-fr.asp> et <http://www.dfait-maeci.gc.ca/eev/pdf/SOT-2005-French.pdf>.

## 2.1.2 Promotion du commerce international

### Résultat stratégique

Créer des emplois et assurer la prospérité au Canada en encourageant les entreprises canadiennes à profiter pleinement des occasions d'affaires internationales et en facilitant les flux d'investissements et de technologies.

### Nos ressources

Financières		En millions de dollars	
Dépenses prévues en début d'exercice		92,4	
Total des crédits autorisés en fin d'exercice		91,9	
Dépenses réelles		85,9	
Ressources humaines – équivalents temps plein (ETP)		401 ETP	

### Moyen d'atteindre notre résultat stratégique

Le Service des délégués commerciaux (SDC) est un réseau de plus de 1 050 spécialistes du commerce travaillant dans plus de 140 missions commerciales à l'étranger, dans 12 bureaux régionaux au Canada et à l'administration centrale du Ministère à Ottawa. Les délégués commerciaux possèdent de l'expertise sur les conditions du marché et maintiennent des réseaux

complets de contacts d'affaires étrangers. Ils sont donc bien placés pour fournir aux entreprises canadiennes des renseignements commerciaux de haut niveau ainsi qu'une aide pratique aux marchés. Le site Web du SDC (<http://www.infoexport.gc.ca>) donne accès à des études de marché sectorielles stratégiques et à des rapports sur des pays particuliers afin d'aider les entreprises canadiennes à cerner des débouchés d'affaires internationaux et à en apprendre plus sur les marchés cibles partout dans le monde.

Les délégués commerciaux à l'étranger agissent en tant que force d'intégration, servant les intérêts économiques des Canadiens. Bien que le SDC met toujours l'accent sur la promotion des exportations canadiennes, son mandat comprend aussi l'attraction de l'investissement étranger, la facilitation des investissements canadiens à l'étranger et les partenariats en science et en technologie, éléments primordiaux pour relever la concurrence. Les modèles d'affaires et les chaînes de valeurs mondiales en pleine évolution ont fait ressortir l'importance cruciale d'accéder aux sources d'intrants et de services les plus compétitives, que ce soit auprès de fournisseurs canadiens ou de fournisseurs étrangers.

Le Ministère est également responsable de diriger les efforts pangouvernementaux en matière de promotion du commerce international par l'entremise d'Équipe Canada inc (ECI), un partenariat de 15 ministères et organismes fédéraux qui offrent des produits et des services spécialisés pour appuyer les entreprises canadiennes. ECI offre aux entreprises canadiennes un réseau national de soutien intégré pour les aider à élargir leurs activités sur les marchés internationaux. Le site Web d'ECI (<http://exportsource.ca/gol/exportsource/site.nsf>) est la source d'information en ligne la plus complète du gouvernement du Canada pour tout ce qui a trait à l'exportation.

Compte tenu de la nature changeante et concurrentielle des marchés d'exportation, les services des délégués commerciaux sont essentiels pour les entreprises canadiennes, et plus particulièrement les petites et les moyennes entreprises (PME), qui souhaitent avoir accès à des renseignements commerciaux à jour et pouvoir s'appuyer sur des services de soutien à l'accès aux marchés afin de tirer parti des débouchés sur des marchés de plus en plus concurrentiels.

commerciales du Canada. De plus, un soutien a été apporté aux parlementaires canadiens dans le contexte de l'OMC (Union interparlementaire) et de la ZLEA (Forum interparlementaire des Amériques), et un guide sur les accords commerciaux pour les municipalités a été rédigé en collaboration avec la Fédération canadienne des municipalités.

- Le Ministère a participé à des ateliers avec les gouvernements étrangers afin d'échanger des stratégies sur le rôle de la consultation et de la sensibilisation dans le domaine de la politique commerciale. Il a également continué à chercher des occasions auprès des partenaires commerciaux du Canada dans le but de renforcer la participation du public au pays et d'accroître la participation la société civile aux forums intergouvernementaux, y compris les processus du Sommet des Amériques et de la Zone de libre-échange des Amériques.

- Le Ministère a continué à participer aux discussions sur les évaluations environnementales du commerce dans les forums internationaux tels que l'OMC, la Commission nord-américaine de coopération environnementale et l'International Association for Impact Assessment. Le Ministère a organisé conjointement un atelier de formation sur l'évaluation environnementale du commerce pour les membres de l'APBC en juillet 2004 au Taipei chinois. Le Ministère a entrepris ses travaux sur l'évaluation environnementale des répercussions possibles des négociations courantes sur l'APIE. Jusqu'à présent, les travaux progressent bien sur l'APIE Canada-Pérou proposé. Le Ministère prévoit que des évaluations environnementales seront entreprises au cours de l'été 2005 concernant d'autres négociations actives sur l'APIE avec la Chine et l'Inde.

- Le Ministère a continué à sensibiliser le public à ses priorités, politiques, programmes, services et initiatives. Les communications ont également accru la confiance du public dans le secteur public et privé à l'effet que le Ministère remplit son mandat de façon efficace et transparente et représente et défend les intérêts des Canadiens.
- Le Bureau de l'inspecteur général du Ministère a réalisé une évaluation de l'efficacité et de la perti-

- Le Ministère a continué à réaliser des progrès dans l'élaboration et le renforcement des dispositions relatives au règlement des différends en vertu de nombreux accords commerciaux multilatéraux, régionaux et bilatéraux. Dans tous ces contextes, le Canada a pu utiliser son expérience des différends commerciaux pour promouvoir l'importance de règles fiables et prévisibles et faire progresser la politique canadienne en matière de règlement ouvert et transparent des différends en vertu des accords commerciaux.

- Plus particulièrement, les négociations sur les règles de procédure pour un processus solide et transparent entre États en vertu de l'Accord de libre-échange Canada-Costa Rica sont presque terminées. Les principaux éléments du règlement des différends entre États et des différends investisseurs-États ont été étudiés lors de discussions préliminaires avec la Corée. De plus, le Canada a participé aux discussions et contribué aux études sous l'égide de l'OCDE et du Centre international pour le règlement des différends relatifs aux investissements visant à mettre au point des règles pour le règlement des différends investisseurs-États. Lors des discussions sur l'APIE avec la Chine et l'Inde, le Canada a amorcé une discussion sur le besoin d'un processus clair, prévisible et transparent. (Voir la section précédente en ce qui a trait à l'OMC.)

- Le Ministère a poursuivi son engagement auprès des intervenants canadiens par l'intermédiaire de tables rondes ministérielles, d'activités de partenariat (telles que la Journée du commerce international), d'activités de sensibilisation auprès des hauts fonctionnaires et par l'intermédiaire du site Web <http://www.international.gc.ca/ina-nac/menu-fr.asp>.

- Le Ministère a continué à collaborer activement avec les autres ordres de gouvernement et les parlementaires sur de nombreuses questions de politiques commerciales. Le réseau du comité fédéral-provincial-territorial sur le commerce a permis une consultation opportune des provinces et des territoires grâce à des réunions trimestrielles, des téléconférences et un site Web à accès restreint. Le ministre et le sous-ministre ont rencontré séparément leurs homologues provinciaux et territoriaux afin de discuter des priorités

- Le Ministère a continué à promouvoir des politiques complémentaires relatives au commerce, à l'environnement et au travail en incluant des dispositions environnementales pertinentes dans le texte des nouveaux accords commerciaux et en négociant des accords de coopération en matière d'environnement et de travail, suivant le cas.
- Le Ministère a entrepris des négociations avec l'Inde, la Chine et l'Afrique du Sud sur des accords aériens bilatéraux et a contribué à la préparation d'un document de consultation sur la nouvelle ronde de négociations d'accords aériens avec les États-Unis.
- Le Ministère a conclu des négociations sur des accords aériens bilatéraux avec le Japon et le Guyana. Les accords avec Aruba et la République tchèque ont pris la forme de traités. Les efforts déployés par le Ministère ont également mené au règlement d'un différend avec les aéroports de Paris concernant le Terminal 2 de l'aéroport Charles-de-Gaulle, et l'accès au transport aérien en Colombie a été rétabli.
- Le Ministère a réussi à négocier des « droits extrabilatéraux » avec l'Argentine et le Brésil dans le but d'autoriser le service quotidien d'Air Canada.
- Le Ministère a conclu des entretiens exploratoires et obtenu un mandat de négociation pour un accord bilatéral de promotion du commerce et de l'investissement avec l'Union européenne.
- Le Ministère a poursuivi ses efforts de réduction des obstacles au commerce et à l'investissement et mis en œuvre le Cadre de coopération en matière de réglementation Canada-Commission européenne en décembre 2004.
- En 2005, le Canada a continué à contribuer à atteindre un consensus sur la solide déclaration des ministres du Commerce de juin 2004 à l'appui du Programme de Doha pour le développement. Alors que les membres du forum de la Coopération économique de la zone Asie-Pacifique (APC) sont responsables de la moitié du commerce mondial, l'entente politique au sein de l'APC a aidé à stimuler un appui aux négociations de l'OMC après leur recul à Cancun.
- a poursuivi ses entretiens exploratoires avec la Communauté des Caraïbes (CARICOM) sur la possibilité d'un accord de libre-échange;
- a initié de nouveau des négociations en vue d'un Accord sur la promotion et la protection des investissements étrangers (APIE) avec la Chine, l'Inde et le Pérou;
- a entrepris des négociations avec six nouveaux États adhérents de l'Union européenne dans le but de mettre à jour les APIE existant conclus avec ces pays et de promouvoir les principes du développement durable afin de s'assurer que les gouvernements ne réduiront pas les mesures relatives à la santé, à la sécurité et à l'environnement pour attirer des investissements.
- Le Ministère a activement recherché des conditions scientifiques pour la reprise du commerce relatif au bétail et au bœuf canadien dans tous les marchés d'exportation et l'abolition d'obstacles sanitaires et phytosanitaires précis et des obstacles techniques à l'accès aux marchés. Un règlement partiel ou complet du différend commercial concernant le bœuf a été réalisé avec les États-Unis, le Mexique, plusieurs pays des Caraïbes, dont Cuba, le Honduras, le Liban, les Philippines, Hong Kong, Macao et le Vietnam. Un règlement du différend concernant les animaux vivants a été réalisé avec Cuba, la Tunisie et le Liban.
- Le Ministère a donné suite à l'affaire de l'OMC soumise au règlement des différends au sujet du moratoire de l'UE sur les organismes génétiquement modifiés.
- Le Ministère a coordonné des efforts commerciaux en effectuant des visites ministérielles et en prenant part à un Groupe de travail stratégique, entre autres.
- Le Ministère a activement poursuivi son travail avec le Brésil en vue de conclure un protocole d'entente (PE) sur le financement à l'exportation des ventes régionales d'avions à réaction et réussi à maintenir le processus malgré une turbulence importante sur le marché.

dernière année pour l'Afghanistan, l'Iraq, la Libye et la Serbie-et-Monténégro.

- Le Canada a conclu des accords bilatéraux avec l'Ukraine en février 2002 et avec l'Arabie saoudite en février 2004 et a continué à participer aux réunions des groupes de travail de ces deux pays.
- Le Canada a fait des progrès importants vers la conclusion de négociations bilatérales avec le Vietnam et est confiant qu'un accord bilatéral sera conclu en 2005.

Certains progrès ont été réalisés à l'échelle multilatérale et bilatérale avec l'Algérie, le Kazakhstan et la Russie. Le statut permanent des négociations reflète le besoin, non seulement pour le Canada, mais également pour les autres membres de l'OMC prenant part aux négociations, d'équilibrer l'appui à l'accès aux marchés qui font progresser leurs intérêts commerciaux et en assurant le respect des règles et des obligations générales de l'OMC.

### *Négociations de la Zone de libre-échange des Amériques*

- Le Cambodge et le Népal ont été admis à l'OMC en 2004. Ces deux pays font partie des pays les moins avancés, et leur accession reflète le soutien que le Canada et les autres membres de l'OMC apportent aux pays en développement dans le but de les aider à profiter des avantages d'être membres de l'OMC.

Au cours de la période 2004-2005, on a pu observer une pause dans les négociations de la ZLEA alors que les coprésidents (États-Unis et Brésil) ont poursuivi leurs efforts afin de faciliter un accord sur la façon de mettre en place le nouveau cadre de négociation conclu lors de la réunion ministérielle de la ZLEA en novembre 2003. Ainsi, comme aucune négociation officielle de la ZLEA n'a été menée pendant cette période, le délai de janvier 2005 pour conclure les négociations a été dépassé et on ne sait pas exactement quand les négociations reprendront. Néanmoins, le Canada est demeuré en contact officiel avec les coprésidents et les autres participants de la ZLEA afin d'appuyer les efforts déployés pour reprendre les négociations et communiquer l'engagement continu du Canada envers la ZLEA.

- En novembre 2004, le premier ministre Martin et le président du Brésil, Lula da Silva, ont annoncé que le Canada et Mercosur (Argentine, Brésil, Paraguay et Uruguay) négocieraient un accès élargi aux marchés dans les secteurs des biens, des services et de l'investissement, dans le contexte de la création de la ZLEA. Cette initiative a permis de faire progresser le travail vers une intégration économique régionale tout en renforçant les relations commerciales avec ces marchés clés. Le Canada et Mercosur ont tenu la réunion initiale conformément à cet engagement en février 2005 à Ottawa.

### *Relations avec les organismes multilatéraux et les partenaires bilatéraux clés*

- Le Ministère a réalisé un examen approfondi du programme bilatéral et régional de commerce et d'investissement du Canada, donnant naissance aux initiatives suivantes aux fins de négociations et de discussions préparatoires.

- Le Ministère a poursuivi ses efforts de travail auprès des intervenants nationaux et des partenaires de négociation, tel que cela était nécessaire, afin de réduire les différences dans les négociations de libre-échange avec l'Association européenne de libre-échange, Singapour et le Groupe des quatre de l'Amérique centrale (Guatemala, Honduras, Nicaragua et El Salvador).

- a initié l'élaboration d'un cadre économique Canada-Japon qui comprend un ensemble initial de domaines prioritaires de coopération et une étude conjointe sur la relation économique bilatérale;

- a initié des consultations nationales globales et des entretiens exploratoires avec la République de Corée sur la possibilité d'un accord de libre-échange bilatéral;

*les brevets*, qui a vu le Canada devenir le premier pays à mettre en œuvre l'entente historique de l'OMC sur l'accès aux médicaments.

- Le Canada a continué à faire de la sensibilisation aux clients potentiels et aux avantages potentiels pouvant être réalisés dans le Programme de Doha pour le développement en apportant de l'assistance technique, en s'engageant à renforcer les capacités et en s'engageant directement envers les pays en développement afin d'aborder les différends concernant le traitement spécial et différencié.

- Le Canada est demeuré au premier plan des négociations pour l'amélioration du *Mémorandum d'accord* sur le règlement des différends de l'OMC. Lorsque les négociations ont semblé stagner, le Canada a dirigé la formation d'une coalition proposant des améliorations dans de nombreux domaines, y compris le séquençage des procédures de rétorsion et d'observation, le renvoi de questions de l'Organe d'appel au groupe spécial original, l'établissement de règles pour la régle de la levée des mesures de rétorsion précédemment autorisées et les droits des tierces parties. Ces efforts ont permis une meilleure orientation des négociations et favorisé l'engagement renouvelé d'autres membres.

- Le Canada a continué à jouer un rôle actif dans le processus d'accession de l'OMC afin d'assurer un accès aux marchés plus ouvert, non discriminatoire et prévisible aux exportations canadiennes de biens et de services, et d'établir des régimes commerciaux transparents et soumis aux règles dans ces nouveaux marchés, contribuant ainsi à la stabilité et à la prospérité économiques mondiales.

- Le Canada a continué à remplir sa promesse d'entreprendre des négociations sur l'accession de l'OMC en participant activement aux réunions des groupes de travail des pays adhérents. Au cours de la dernière année, le Canada a mené des négociations et contribué aux réunions de groupes de travail de l'Algérie, du Belarus, du Bhoutan, du Kazakhstan, de la Russie, de l'Arabie saoudite, du Soudan, du Tadjikistan, de l'Ukraine, de l'Ouzbékistan, du Vietnam et du Yémen. Des groupes de travail ont été formés au cours de la

impliquait des rondes successives de consultations auprès des membres de l'OMC afin d'évaluer leurs préférences et l'ampleur du soutien pour chaque candidat. Les membres ont choisi Pascal Lamy de la France comme prochain directeur général.

- Le Canada a continué de participer aux examens des politiques commerciales de l'OMC pour 22 pays en 2004-2005, un exercice de révision par les pairs se voulant une évaluation et une compréhension collective des différentes politiques et pratiques commerciales de chaque membre et de leur incidence sur le fonctionnement du système commercial multilatéral. Le Canada a soumis des questions par écrit sur les politiques et les pratiques commerciales du membre en cours d'examen et a participé aux réunions.

- Le Canada a continué à être un participant actif dans les procédures de règlement des différends de l'OMC :

- il a été plaignant dans cinq différends : un différend avec les États-Unis (Loi de 2000 sur la compensation pour continuation du dumping et maintien de la subvention, ou l'amendement Byrd), un différend avec la Commission européenne (Mesures affectant l'approbation et la commercialisation des produits de biotechnologie) et trois récusations de recours commerciaux américains dans l'affaire du bois d'œuvre résineux canadien;
- il a été défendeur dans deux différends (Mesures concernant les exportations de blé et le traitement des grains importés et Maintien de la suspension d'obligations dans le différend CE – Hormones).

Des cinq cas jugés lors de la période en question (tous sauf les différends sur la biotechnologie et les hormones), le Canada a obtenu un succès notable dans chacun d'eux. Le Canada a également été actif en tant que tierce partie dans plusieurs différends importants, y compris deux avec les États-Unis (Mesures visant la fourniture transfrontière de services de jeux et partis et Subventions concernant le coton Upland) et un avec la Commission européenne (Subventions à l'exportation de sucre).

- Le Canada a continué à contribuer à l'engagement pangouvernemental de modification de la *Loi sur*

à faire valoir que l'élargissement et l'approfondissement de la portée de la coopération régionale est une façon efficace pour les petites économies vulnérables d'accroître leur capacité à voir leurs intérêts nationaux reflétés dans les accords commerciaux internationaux et à assumer leurs obligations en vertu de ces accords. Le Canada a également participé aux discussions avec les pays les moins avancés afin d'accroître leur accès aux marchés et l'efficacité de leur participation au SCM.

- Le Canada a continué à s'engager officiellement et officieusement auprès des pays en développement de l'OMC et dans d'autres forums multilatéraux, tels que l'OCDE, afin de mieux comprendre leurs préoccupations commerciales particulières et de réduire les différences dans le but de s'assurer du progrès des négociations commerciales et de favoriser l'intégration des pays en développement au SCM.

- Le Ministère a activement participé au Cycle de négociations de Doha de l'OMC sur les règles. Le Canada cherche des règles plus claires qui permettront d'accroître la prévisibilité des recours commerciaux et de renforcer les disciplines relatives aux subventions afin d'assurer une concurrence plus loyale aux exportateurs canadiens sur les marchés étrangers. Le Canada est l'un des participants les plus actifs, faisant des propositions sur le calcul des subventions, l'identification des produits examinés dans le cadre d'enquêtes et la conformité aux décisions de l'Organe de règlement des différends.

- Le Canada a continué à promouvoir activement une transparence accrue à l'OMC. Le Canada estime qu'un processus plus inclusif et que de meilleures communications avec le public favoriseraient une meilleure compréhension des avantages du commerce libéralisé et des règles claires et équitables qui servent de base au système commercial international.

- En tant que président de l'Organe d'examen des politiques commerciales, l'ambassadeur Stephenson a aidé le président du Conseil général, l'ambassadeur Mohamed, dans le processus de sélection du prochain directeur général de l'OMC, ce qui

initiales permanentes de renforcement des capacités et d'assistance technique au commerce de l'OMC et des autres forums. Le Ministère a travaillé à maximiser les avantages pour les pays en développement – les aidant à participer aux négociations commerciales de l'OMC, à mettre en œuvre leurs obligations et à incorporer le commerce dans leurs plans nationaux de développement et de réduction de la pauvreté – en faisant la promotion de la cohérence et de la coordination entre les organismes nationaux et les organismes donateurs, ainsi que parmi les établissements multilatéraux, régionaux et bilatéraux.

- Le Ministère a versé 156 000 \$ au Fonds global d'affectation spéciale pour le Programme de Doha pour le développement afin de financer un cours sur la politique commerciale régionale dans les Caraïbes. Ce cours de formation permet aux fonctionnaires des pays en développement de la région des Caraïbes de mieux comprendre les ententes de l'OMC et de prendre part de façon plus active aux négociations des nouveaux engagements en matière d'accès aux marchés.

- Le Canada a continué à appuyer le principe de « traitement spécial et différencié » (TSD), lequel reconnaît que les pays en développement ont différents besoins et capacités et que les niveaux d'engagement et d'obligation devraient être ajustés en conséquence. Le Canada a continué à examiner les propositions de TSD soulevées lors de la session extraordinaire du Comité du commerce et du développement de l'OMC ainsi que dans les groupes de négociation existants. L'objectif est d'aborder les questions sous-jacentes afin de s'assurer que les mesures de TSD correspondent aux problèmes qu'elles cherchent à régler et qu'elles feront une contribution constructive à l'intégration des pays en développement au système commercial multilatéral (SCM).

- Le Canada a continué à participer aux discussions tenues avec les petites économies vulnérables lors de la session particulière du Comité du commerce et du développement. L'objectif est de structurer les réponses selon les propositions commerciales précises avancées par ces membres en vue de les intégrer complètement au SCM, sans créer de sous-catégories de membres. Le Canada a continué

- Le Ministère a continué à jouer un rôle de premier plan dans les négociations sur le commerce des services dans le but de favoriser les perspectives d'accès aux marchés et de proposer des améliorations à l'élaboration de règles. Plusieurs propositions du Canada, y compris sur les petites et moyennes entreprises et la transparence réglementaire nationale, ont généré de l'intérêt et du soutien de la part d'un vaste groupe représentatif des membres de l'OMC.

- En juillet 2004, le Canada a activement participé aux négociations d'un accord cadre qui soulignerait l'état des négociations en l'absence d'un document ministériel sur la Cinquième Conférence ministérielle. Plusieurs des idées et des propositions du Canada ont été ultérieurement adoptées dans l'accord cadre, y compris le cadre pour l'agriculture. Grâce à plusieurs activités, allant des réunions de groupes restreints aux propositions officielles en passant par les réunions avec les présidents de groupes de négociation, les réunions de hauts fonctionnaires et les travaux techniques permanents, le Ministère a pu contribuer à l'accord cadre de juillet 2004. Bien que l'accord ait été essentiel à l'avancement des négociations, il ne s'agit pas d'une étape dans le processus de recherche d'un résultat favorable aux négociations de Doha.

- Le Canada a continué à participer activement à l'examen des politiques et des pratiques commerciales des pays en développement en vertu du Mécanisme d'examen des politiques commerciales de l'OMC. Treize examens ont été réalisés en 2004-2005. Le processus contribue à une observation accrue des règles, des disciplines et des engagements pris en vertu du système commercial multilatéral en permettant l'échange de renseignements et la rétroaction sur les politiques et les pratiques. Le processus a pour toile de fond les besoins et les objectifs généraux en matière de développement dans le système commercial multilatéral et, à ce titre, offre aux pays en développement l'occasion de déterminer des besoins précis, tels que l'assistance technique au commerce et le renforcement des capacités.

- Le Canada a continué à surveiller et à participer aux discussions ayant trait aux différentes nouvelles

- américaine en matière de droits compensateurs et mis en doute la constatation d'un préjudice de la part de la Commission du commerce international devant un groupe spécial de l'ALENA.

- Le Ministère a continué ses représentations de haut niveau auprès des autorités américaines afin que ces dernières autorisent de nouveau un accès complet au bœuf canadien. Grâce à cette démarche, les bovins vivants de moins de 30 mois peuvent maintenant être exportés sur le marché américain.

- Le Ministère a collaboré avec les provinces et divers intervenants à des contestations fructueuses dans le cadre de l'ALENA au sujet de subventions et de constatations de préjudices aux États-Unis relativement aux porcins sur pied. À la suite des décisions du groupe spécial de l'ALENA, les recours commerciaux américains au sujet des exportations de porcins sur pied ont pris fin.

Organisation mondiale du commerce

- Le Ministère a poursuivi une stratégie de consultation nationale active avec le Cabinet, les députés, les provinces et les territoires ainsi qu'avec la communauté nationale d'intervenants.

- Le Ministère a continué à faire de la sensibilisation pour une gestion technique consciencieuse et un solide leadership politique continu au cours de l'année afin d'atteindre les objectifs globaux du Canada dans le cadre du Cycle de négociations de Doha et de s'assurer du succès de la Sixième Conférence ministérielle de décembre 2005. Bien que plusieurs avantages puissent être tirés d'une conclusion ambitieuse au Programme de Doha pour le développement, des choix difficiles devront être faits.

- Le Ministère est allé de l'avant avec la deuxième phase de l'évaluation environnementale du Cycle de Doha, laquelle implique un examen plus approfondi des répercussions environnementales potentielles de ces importantes négociations commerciales.

- Le Ministère a participé à plusieurs rencontres internationales sur les régimes de contrôle des exportations, démontrant que le système canadien de contrôle des exportations accroit la sécurité du Canada et de ses alliés, et contribue à l'amélioration de la sécurité et de la stabilité mondiales.
- Le Ministère a initié l'élaboration d'un système de traitement des demandes de licences d'exportation sur Internet.
- Le Ministère a continué à chercher un règlement durable au différend sur le bois d'œuvre résineux par des négociations de haut niveau avec les représentants américains, des démarches juridiques contre les mesures commerciales des États-Unis à l'OMC et en vertu de l'ALÉNA, dans lesquelles le Canada continue à accumuler les victoires, et des efforts de sensibilisation visant les décideurs américains. Le Ministère a continué à consulter étroitement les provinces et l'industrie dans la recherche d'un règlement des différends qui soit dans le meilleur intérêt du Canada.
- À la suite des consultations publiques menées en mai 2005, le Canada a appliqué une surtaxe de 15 % sur les divers biens américains en réponse à l'incompatibilité des États-Unis d'abroger l'amendement Byrd, lequel contrevient aux règles de l'OMC. Le Ministère continue de chercher à abroger l'amendement Byrd par des efforts de sensibilisation visant les décideurs américains. De plus, le gouvernement du Canada, de concert avec l'industrie canadienne du bois d'œuvre résineux, la Commission canadienne du blé et le producteur de magnésium Norsk Hydro, a engagé une action auprès du Tribunal de commerce international des États-Unis pour contester l'amendement Byrd. Le Canada estime que l'application de l'amendement Byrd au Canada n'est pas conforme au droit américain d'exécution de l'ALÉNA. Pour plus de renseignements, visitez le site <http://www.dfait-maeci.gc.ca/tna-nac/disp/byrd-main-fr.asp>.
- Le Ministère a continué à défendre les intérêts canadiens, coordonnant ses efforts avec ceux de la Commission canadienne du blé et des provinces touchées par l'affaire du blé de force roux de printemps. En mars 2005, un groupe spécial de l'ALÉNA a trouvé des failles dans la décision

- intellectuelle (PI) ont été lancées dans le contexte des discussions sur le Partenariat nord-américain pour la sécurité et la prospérité.
- Le Ministère a contribué à la modification de la *Loi sur les brevets* et réussi à négocier avec les États-Unis une suspension unique des dispositions de l'ALÉNA, s'assurant ainsi que la nouvelle réforme de la Loi pourra être mise en œuvre conformément à l'ALÉNA.
- Le Ministère a contribué à la défense de la propriété intellectuelle du Canada et des intérêts relatifs à l'accès aux marchés dans une affaire de brevet impliquant l'entreprise Research In Motion et qui a créé un précédent aux États-Unis.
- En décembre 2004, un cadre canado-américain pour les projets pilotes de prédédonnement à la frontière terrestre a été annoncé. Le Canada et les États-Unis se sont engagés à aller de l'avant avec la construction d'un établissement de prédédonnement terrestre au pont entre Buffalo et Fort Erie. Les conditions qui mèneront à l'entente finale sont présentement en cours de négociation.
- Le Ministère a continué à travailler à améliorer le déroulement des procédures de règlement des différends en vertu du chapitre 19 de l'ALÉNA en proposant d'importants changements procéduraux.
- Le Ministère a continué à examiner la Politique de réglementation fédérale afin de renforcer la composante Commerce et investissement du système de réglementation fédéral et de rédiger un cadre de coopération réglementaire internationale.
- Le Ministère a continué à mettre sur pied des initiatives frontalières dans le cadre du Partenariat pour la sécurité et la prospérité. Les initiatives comprennent l'amélioration de la technologie de l'information reliée à la frontière intelligente et l'élaboration de mécanismes pour mieux planifier l'infrastructure routière (y compris un inventaire des infrastructures de transport frontalier dans les principaux couloirs et des outils de financement public-privé pour la réalisation de projets à la frontière).

sur la fiabilité des services d'électricité Canada-Etats-Unis afin d'assurer la fiabilité de l'approvisionnement dans le deux pays. La compatibilité des normes est une question déterminante.

- Le Ministère a travaillé directement avec l'industrie canadienne à faciliter la délivrance de près de 8 000 licences d'exportation en 2004, a prévu et organisé des séminaires nationaux de sensibilisation pour informer les entreprises sur les contrôles à l'exportation et a entrepris le développement d'un système dans Internet pour le traitement des demandes de licences d'exportation.

- Le Ministère a réalisé d'importants progrès dans l'amélioration de la transparence de l'ALENA en concluant une entente avec les Etats-Unis et le Mexique pour publier le texte de négociation du chapitre 11 de l'ALENA et en convenant d'audiences publiques pour les différends relatifs au chapitre 20 de l'ALENA.

- Afin de faire connaître les dispositions sur le séjour temporaire de l'ALENA, le Ministère a préparé une brochure spéciale et un outil de diagnostic en ligne offrant des rapports et des renseignements personnalisés aux Canadiens qui cherchent à travailler pour un organisme relevant de l'ALENA. La brochure et l'outil en ligne sont disponibles à l'adresse <http://www.dfait-maeci.gc.ca/nafta-alena/menu-fr.asp>.

- Le Ministère a contribué à un effort pangouvernemental ayant réalisé des progrès importants dans la rédaction d'une convention de l'UNESCO concernant la diversité culturelle, laquelle fait la promotion des intérêts culturels canadiens conformément aux accords commerciaux conclus avec différents partenaires, dont les Etats-Unis.

- Le Canada a réussi à contrecarrer les efforts de certains intervenants américains en vue d'inscrire le Canada sur la « liste spéciale 301 » des Etats-Unis. (Cette liste contient les noms des pays, comme déterminés par le représentant américain du commerce, qui refusent une protection adéquate des droits sur la propriété intellectuelle ou refusent un accès commercial équitable aux Américains qui dépendent de ces droits.) De nouvelles initiatives d'application de la propriété

- Le Ministère a participé activement à l'élaboration du plan de travail du Partenariat nord-américain pour la sécurité et la prospérité des produits manufacturés et du Groupe de travail sectoriel et régional sur la concurrence. L'initiative vise à accroître la coopération entre le Canada, les Etats-Unis et le Mexique et à atteindre les plus hauts niveaux possible relatifs à la santé, à la sécurité et à la protection de l'environnement pour l'Amérique du Nord.

- Le Ministère a assuré la gestion efficace des contrôles commerciaux conformément aux engagements commerciaux internationaux du Canada, y compris les contingents d'exportation pour les produits agricoles, les niveaux de préférence tarifaire relatifs aux textiles et aux vêtements ainsi que les contingents tarifaires à l'importation touchant le secteur de la gestion de l'offre (produits laitiers et volaille).
- Le Ministère a participé à des rencontres avec le Groupe d'experts sur l'investissement de l'ALENA à Washington afin d'échanger des renseignements sur les arbitrages investisseur-Etat respectifs au Canada, aux Etats-Unis et au Mexique. Les propositions de clarification des diverses dispositions du chapitre 11 de l'ALENA (portée, expropriation et revendications connexes) ont été présentées et sont actuellement à l'étude.
- Le Ministère a continué à participer au groupe de travail afin de s'assurer d'une étroite coopération entre la Commission de l'ALENA et la Commission de coopération environnementale dans la définition et la coordination de travaux complémentaires relatifs au commerce et à l'environnement en Amérique du Nord.
- Le Ministère a participé à des discussions bilatérales en vue de l'établissement d'un organisme

Réalisations et rendement

Relations commerciales entre le Canada et les États-Unis

Étant donné que les États-Unis sont le plus important partenaire commercial du Canada, le Ministère a déployé des efforts et des ressources considérables non seulement pour maintenir sa position sur ce marché, mais également pour améliorer et, dans certains cas, pour défendre, son accès à ce marché hautement prisé et compétitif. Les initiatives et les activités présentées ci-dessous figurent parmi les plus importantes mise en œuvre pour atteindre les résultats souhaités.

- Le Ministère a mené un effort concerté pour gérer l'incidence que les questions clés peuvent avoir sur les relations commerciales entre le Canada et les États-Unis. D'importantes campagnes de sensibilisation ont été menées sur l'ESB, les pharmacies sur Internet, la sous-traitance et le bois d'œuvre résineux.

- Le ministre du Commerce international a animé une journée de sensibilisation au commerce au Capitole. Cet événement a permis aux parlementaires, aux partenaires provinciaux et aux représentants de l'industrie de discuter avec les législateurs américains et le personnel clé de l'importance de la relation entre le Canada et les États-Unis et de souligner des thèmes particuliers tels que la compétitivité nord-américaine, la sécurité, l'investissement au Canada et le besoin de régler les différends commerciaux (bois d'œuvre résineux, ESB et porcins sur pied).

- Le Ministère a coordonné la position canadienne à l'égard des rencontres internationales et de la coopération en matière de réglementation ainsi que des questions clés relatives au commerce bilatéral telles que les services énergétiques, le contrôle des exportations et l'application des règles.
- Les efforts déployés par le Ministère ont minimisé les problèmes commerciaux dans des secteurs clés tels que les services et les industries culturelles, à la propriété intellectuelle et aux questions numériques.
- Le Canada, les États-Unis et le Mexique ont conclu une entente sur les modifications aux règles

les différends commerciaux, et il servira de chef de file en ce qui concerne l'amélioration des processus de règlement des différends de l'OMC.

- Il fera mieux connaître les priorités de tout le gouvernement, notamment celles en matière de développement durable.

- Le Canada participera activement aux négociations d'accèsion à l'OMC de tous les pays candidats, en mettant tout particulièrement l'accent sur la Russie, l'Arabie saoudite, le Vietnam et l'Algérie, étant donné nos intérêts commerciaux dans ces pays.

Négociations de la Zone de libre-échange des Amériques

- Le Canada travaille à la conclusion d'un accord relatif à la Zone de libre-échange des Amériques (ZLEA) qui soit détaillé et équilibré, et qui comprendra des règles régissant l'investissement, un mécanisme de règlement des différends régional et des accords parallèles sur le travail et l'environnement, compatibles avec l'OMC.

Relations avec des organisations multilatérales et d'autres partenaires bilatéraux clés

- Le Ministère s'efforcera de réduire les obstacles au commerce et à l'investissement sur une base régionale et bilatérale ainsi qu'à maintenir des dispositions fortes et claires de règlement des différends multilatéraux, régionaux et bilatéraux, afin de régler les différends commerciaux et d'en empêcher de nouveaux.

- Le Ministère fera mieux connaître les positions du Canada aux réunions du G8 et de l'APEC. Il organisera aussi plusieurs projets de renforcement des capacités pour aider les membres de l'APEC à tenir leurs engagements en matière de sécurité.

- On renseignera mieux les citoyens et les intervenants et on les fera participer davantage à l'élaboration des politiques commerciales et aux engagements internationaux en matière d'environnement.

- On publiera deux documents importants sur le rendement commercial du Canada.

Relations commerciales Canada-Etats-Unis

- Le Canada continuera à embaucher des Américains au niveau local, régional et de l'Etat pour promouvoir le commerce, l'investissement et les technologies ainsi que pour défendre les intérêts des ministères partenaires, des provinces et des territoires, et du secteur privé canadien.

- On continuera d'assurer une gestion efficace des relations commerciales, y compris l'élaboration de stratégies de coopération pour la gestion de la frontière qui allient la sécurité à la circulation facile des marchandises et des personnes, en s'appuyant sur le succès du processus de la frontière intelligente.

- On apportera un soutien à des systèmes internationaux efficaces de contrôle des exportations qui amélioreront la sécurité du Canada et de ses alliés.
- On continuera de s'efforcer de susciter une plus grande compréhension et un appui accru aux Etats-Unis en vue d'un règlement politique à long terme du différend sur le bois d'œuvre résineux. On poursuivra également les efforts pour résoudre d'autres différends commerciaux bilatéraux, y compris celui qui porte sur le blé.

Organisation mondiale du commerce

- Le Canada œuvrera au sein de l'OMC pour parvenir à un accord cadre qui corresponde aux objectifs canadiens et qui favorise l'atteinte d'ambitieux résultats pour le Programme de Doha pour le développement.

- Le Canada cherchera à resserrer les engagements avec les pays en développement dans le but d'accroître ses relations commerciales avec ces derniers et à établir un système commercial multilatéral fondé sur des règles qui soit plus fort, plus ouvert et plus prévisible, grâce à la création ou à la clarification de diverses dispositions du cycle de Doha de l'OMC.

- Le Ministère participera activement à toutes les réunions et aux examens de l'OMC afin de promouvoir les intérêts canadiens dans les questions institutionnelles axées sur les résultats, y compris

du Japon, on s'attend à ce que la croissance en Asie et, en particulier, en Chine, demeure forte. En raison de la croissance plus lente au Japon et en Europe continentale, la croissance mondiale devient quelque peu déséquilibrée, ce qui pose un risque pour la force de l'expansion mondiale. D'autres risques importants planent encore sur l'économie internationale, dont les prix du pétrole, l'élargissement de la balance des paiements courants et l'inflation des prix des actifs dans le secteur des biens immobiliers de certaines économies.

Le commerce international est l'élément moteur de l'économie canadienne. Notre qualité de vie et l'ensemble des choix sociaux dépendent de la prospérité du Canada dans un environnement mondial complexe et en rapide évolution. Le Canada est prêt à tirer profit des nombreuses occasions à l'étranger. En mai 2005, le gouvernement a publié l'*Énoncé de politique internationale du Canada*, énonçant ses stratégies et les mesures prises ou prévues en réponse aux défis et aux possibilités de l'économie mondiale contemporaine. Le Ministère a formé un Secteur des marchés mondiaux et élaboré une stratégie sur les marchés émergents afin de recentrer le point de mire du Canada sur les nouveaux marchés dynamiques. Des accords sur la promotion et la protection des investissements étrangers sont négociés avec la Chine et l'Inde pour aider les entreprises canadiennes à protéger leurs investissements et à saisir les occasions qui se présentent dans ces économies. Des négociations de libre-échange ont été entreprises avec la Corée du Sud qui, si elles réussissent, serviront de passerelle stratégique vers la région dynamique de l'Asie du Nord-Est. Le Canada a mené à terme l'Initiative de représentation accrue à l'automne 2004, présentant aux Etats-Unis une approche coordonnée et intégrée de la gestion et de l'avancement des intérêts du Canada, de son commerce, de son développement commercial, de la science et de la technologie et de ses intérêts en matière d'investissement. Le Canada a établi six nouveaux consulats et un nouveau consulat général aux Etats-Unis et a élevé deux consulats existants au niveau de consulat général; la représentation du Canada aux Etats-Unis s'élève maintenant à 23 bureaux.

Vous trouverez ci-dessous une brève description des priorités du Ministère en matière de politique commerciale. Plus de détails se trouvent dans la section intitulée Réalisations et rendement.

accentuée, et l'accumulation des stocks a connu une accélération, principalement après que la demande industrielle a chuté dans la deuxième moitié de l'année. La croissance du PIB a diminué dans la deuxième moitié de 2004; cette baisse semble principalement due à l'augmentation subite des prix du pétrole, lesquels ont atteint un sommet de presque deux fois leur niveau moyen de 2003. De plus, la frontière américaine est demeurée fermée à nos exportations de bœuf.

Les exportations de biens et de services du Canada ont augmenté de 6,8 % en 2004, mettant ainsi fin à trois années de repli. La part d'exportations de biens et de services du PIB du Canada est passée de 37,8 % en 2003 à 38,1 % en 2004. On a pu observer une augmentation de 5,8 % des importations de biens et de services au Canada alors que leur part du PIB passait de 34 % en 2003 à 33,9 % en 2004. Dans l'ensemble, l'excédent courant a augmenté de 10,4 milliards de dollars l'année dernière, passant de 18,4 à 28,8 milliards de dollars, mené par une augmentation de 7,2 milliards de dollars de l'excédent commercial.

L'augmentation de la valeur du dollar semble avoir touché les courants d'investissements directs. Grâce au pouvoir d'achat plus élevé du dollar canadien à l'étranger, en particulier aux États-Unis, les Canadiens ont pu faire des investissements étrangers plus facilement. L'investissement direct canadien à l'étranger s'est élevé à 61,7 milliards de dollars l'année dernière, soit près des niveaux records établis en 2000, ce qui compensait le plus important rachat par une entreprise canadienne de toute l'histoire : l'acquisition de l'entrepris américaine John Hancock Financial Services par la Financière Manuvie. Cependant, il en coûtait davantage aux étrangers pour investir au Canada en raison du taux de change élevé. Après une moyenne de près de 50 milliards de dollars de 1998 à 2002, année où le dollar a chuté, les entrées d'investissement direct ont chuté à moins de 10 milliards de dollars par année au cours des deux dernières années, les plus bas niveaux depuis 1993.

Les perspectives pour l'économie mondiale sont généralement favorables. La dynamique de croissance a ralenti depuis le milieu de l'année dernière, et on s'attend à ce que la croissance des grandes économies soit légèrement inférieure cette année. La croissance aux États-Unis semble quelque peu modérée, même si elle dominera encore les grandes économies. À l'exclusion

Le Ministère agit également de façon proactive afin de promouvoir les autres intérêts commerciaux et économiques du Canada auprès des principaux partenaires bilatéraux du pays, tels que les États-Unis et l'Union européenne, ainsi que par l'intermédiaire de l'OMC. Le Ministère continue à chercher une solution aux différends qui opposent le Canada et les États-Unis, notamment au sujet du bois d'œuvre résineux et de l'ESB, et de défendre les intérêts des autres industries canadiennes touchées par des mesures commerciales. De plus, le Ministère tente de renforcer le système canadien de contrôle des exportations et de favoriser la coopération internationale afin d'assurer la circulation sécuritaire et efficace des biens et des services.

## Notre environnement de travail

La croissance économique mondiale en 2004 a été la meilleure depuis plus d'un quart de siècle, alimentée par une force continue aux États-Unis et en Chine. Les États-Unis menaient l'accélération parmi les pays du G7 alors que son produit intérieur brut (PIB) réel faisait un bond de 4,4 %. Le Royaume-Uni suivait avec une croissance de 3,2 %, tout juste devant le Canada et son taux de 2,9 %, suivi par le Japon. Les autres pays du G7, tous situés en Europe continentale, ont continué à tirer de l'arrière avec des gains de moins de 2 %, ce qui représentait néanmoins une croissance comparative aux niveaux de 2003.

Les événements mondiaux ont continué à stimuler les activités dans l'économie canadienne. Le dollar canadien a continué d'augmenter en valeur par rapport au dollar américain, enregistrant les plus importants gains annuels consécutifs du taux de change de son histoire, ce qui représentait une dévaluation continue du dollar américain comparativement à la plupart des plus importantes devises des pays, membres de l'Organisation de coopération et de développement économiques (OCDE). Les prix des produits de base ont connu leurs meilleures augmentations annuelles consécutives depuis le début des années 1970, représentant ainsi partiellement l'intégration permanente et rapide de la Chine dans l'économie mondiale. La demande d'exportation accrue justifiait toute la reprise de la croissance du PIB du Canada, de 2 % en 2003 à 2,9 % l'année dernière. L'augmentation de la demande intérieure finale est demeurée inchangée à 3,8 %. L'investissement commercial s'est quelque peu

# Analyse du rendement : secteurs d'activités et résultats stratégiques



## Section 2

### 2.1 Secteurs d'activités et résultats stratégiques

#### 2.1.1 Politique commerciale

##### Résultat stratégique

Créer des emplois et assurer la prospérité au Canada en gérant efficacement les relations commerciales du Canada avec les États-Unis et en libéralisant le commerce et la circulation des capitaux dans le monde entier, grâce à des règles claires et équitables.

##### Nos ressources

Financières	
En millions de dollars	
Dépenses prévues en début d'exercice <sup>1</sup>	44,7
Total des crédits autorisés en fin d'exercice	108,8
Dépenses réelles	104,8
Ressources humaines – équivalents temps plein (ETP)	356 ETP

Moyen d'atteindre notre résultat stratégique

Le ministère des Affaires étrangères et du Commerce international (*Commerce international*) dirige des initiatives du gouvernement du Canada qui ont pour but d'accroître la part du Canada sur les marchés mondiaux des biens et des services par l'entremise de divers mécanismes, à savoir :

- des institutions multilatérales telles que l'Organisation mondiale du commerce (OMC);
- des initiatives régionales et bilatérales telles que les négociations de la Zone de libre-échange des Amériques (ZLEA);
- les négociations sur l'établissement d'un accord de libre-échange avec le Groupe des quatre de l'Amérique centrale (Guatemala, Honduras, Nicaragua et El Salvador), également connu sous le nom de CA4, ainsi que Singapour;
- un accord visant à renforcer le commerce et l'investissement entre le Canada et l'Union européenne (UE);
- la négociation d'accords de promotion et de protection de l'investissement étranger.

4. Pour une explication de l'écart entre le Budget principal des dépenses et le Total des autorisations concernant le Secteur d'activités Politiques commerciales, le lecteur est invité à consulter le Tableau 1 intitulé Comparaison des dépenses prévues aux dépenses réelles.

Résultats stratégiques	Priorités et engagements ministériels	Type de priorité*	Résultats prévus/état**
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<b>Promotion de l'investissement</b> : Accroître l'investissement bilatéral Attirer et conserver la technologie en supprimant les obstacles à et l'investissement étrangers, et l'investissement au Canada, en effectuant une promotion plus ciblée et plus dynamique du pays comme destination attrayante pour l'investissement étranger, tout en facilitant l'investissement canadien direct à l'étranger.	Deja engagé	Promouvoir le Canada comme destination propice à l'investissement en contribuant à conserver et à accroître les investissements au Canada, grâce notamment à la définition et à l'élaboration de stratégies visant à éliminer les obstacles réels et perçus à l'investissement, comme les cadres réglementaires et législatifs et les problèmes de sécurité.	Progressif
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<b>Services ministériels</b> : Fournir Associer plus directement et plus ouvertement les Canadiens, dont les clients et intervenants du Ministère, les partenaires fédéraux, les provinces et les territoires, à l'élaboration des politiques et à l'exécution des programmes.	Deja engagé	Les intervenants auront plus d'occasions de participer au processus d'élaboration des politiques.	Progressif
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<b>Services ministériels</b> : Fournir Diriger l'élaboration d'une approche pangouvernementale et pancanadienne en vue de répondre aux défis du XXI <sup>e</sup> siècle concernant le commerce international, en s'engageant et en collaborant activement avec une vaste gamme de partenaires au pays dans des initiatives comme l'Examen de la politique internationale.	Deja engagé	Une approche pangouvernementale assurera l'utilisation la plus efficace possible des ressources consacrées au développement du commerce international.	Progressif
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\* Les types de priorités sont « Nouveau », « Progressif » ou « Déjà engagé » (c.-à-d. déjà déclaré dans un RPP ou un RMR antérieur).

\*\*Notons que le terme « Progressif » ne doit pas être interprété comme un équivalent de « Non atteint » puisque bon nombre des priorités de Commerce international sont continues et se poursuivent sur plus d'une année.

Résultats stratégiques	Priorités et engagements ministériels	Type de priorité*	Résultats prévus/état**
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<b>Promotion du commerce international</b> : Créer des emplois et assurer la prospérité au Canada en encourageant les entreprises canadiennes à profiter pleinement des occasions d'affaires internationales et en facilitant les flux d'investissements et de technologies.	Faciliter la commercialisation de la recherche et du développement au Canada, en profitant de partenariats scientifiques et technologiques à l'échelle mondiale.	Progressif	Offrir une valeur ajoutée aux clients en fournissant des services du SDC de haute qualité et homogènes par l'entremise de partenariats entre les secteurs public et privé, comme Équipe Canada inc, et aux réseaux internationaux de promotion de la science et de la technologie, et des investissements.
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<b>Promotion du commerce international</b> : Créer des emplois et assurer la prospérité au Canada en encourageant les entreprises canadiennes à profiter pleinement des occasions d'affaires internationales et en facilitant les flux d'investissements et de technologies.	Continuer d'offrir promplement des services et des produits ciblés aux entreprises canadiennes qui répondent à leurs besoins en tant que participants à des marchés mondiaux très concurrentiels, en ayant recours à la technologie de l'information la plus moderne.	Progressif	Veiller à ce que les clients reçoivent des renseignements mieux intégrés, plus cohérents et davantage à jour sur les débouchés commerciaux, les services de soutien et les solutions de financement, en provenance du secteur d'activités et des partenaires au Canada et dans le monde entier, qui œuvrent tous dans un cadre convenu de priorités et de directives.
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<b>Promotion du commerce international</b> : Créer des emplois et assurer la prospérité au Canada en encourageant les entreprises canadiennes à profiter pleinement des occasions d'affaires internationales et en facilitant les flux d'investissements et de technologies.	Créer de nouveaux partenariats stratégiques au Canada avec le milieu des affaires ainsi qu'avec d'autres niveaux de gouvernement dans tout le pays.	Nouveau	Offrir une valeur ajoutée aux clients en fournissant des services du SDC de haute qualité et homogènes par l'entremise de partenariats entre les secteurs public et privé, comme Équipe Canada inc, et aux réseaux internationaux de promotion de la science et de la technologie, et des investissements.
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Résultats stratégiques	Priorités et engagements ministériels	Type de priorité*	Résultats prévus/état**
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<b>Politique commerciale</b> : Créer des emplois et assurer la prospérité au Canada en gérant efficacement les relations commerciales du Canada avec les États-Unis et en libéralisant le commerce et la circulation des capitaux dans le monde entier, grâce à des règles claires et équitables.	Soutenir des systèmes efficaces de contrôle des exportations mondiales afin d'accroître la sécurité de la communauté internationale, tout en veillant à ne pas nuire au commerce légitime	Déjà engagé	Appuyer des systèmes internationaux efficaces de contrôle des exportations qui renforceront la sécurité du Canada et de ses alliés.
<b>International</b> : Créer des emplois et assurer la prospérité au Canada en encourageant les entreprises canadiennes à profiter pleinement des occasions d'affaires internationales et en facilitant les flux d'investissements et de technologies.	Repérer les occasions d'accroître la participation du Canada dans les marchés internationaux, affectant de façon stratégique les ressources ministérielles conformément aux priorités énoncées afin d'apporter des avantages réels aux Canadiens.	Progressif	Cerner des occasions de financement pour l'approvisionnement et les investissements à l'étranger, en particulier dans les marchés en expansion et émergents et afficher les renseignements sur les sites d'Ifinet, du Délégué commercial virtuel, de CanadExport et les sites des partenaires.

<b>Promotion du commerce international</b> : Créer des emplois et assurer la prospérité au Canada en encourageant les entreprises canadiennes à profiter pleinement des occasions d'affaires internationales et en facilitant les flux d'investissements et de technologies.	Renforcer les relations du Canada en matière de commerce et d'investissements avec les organisations multilatérales clés ainsi qu'avec les nouvelles puissances économiques comme la Chine, l'Inde et le Brésil.	Nouveau	Offrir une valeur ajoutée aux clients en fournissant des services du SDC de haute qualité et homogènes par l'entremise de partenariats entre les secteurs public et privé, comme Équipe Canada inc, et aux réseaux internationaux de promotion de la science et de la technologie, et des investissements.
<b>Promotion du commerce international</b> : Créer des emplois et assurer la prospérité au Canada en encourageant les entreprises canadiennes à profiter pleinement des occasions d'affaires internationales et en facilitant les flux d'investissements et de technologies.	Mettre l'accent sur les efforts de promotion du commerce international dans les secteurs qui présentent le plus grand potentiel pour le Canada, tout en intervenant de façon plus active dans les secteurs de pointe comme la biotechnologie.	Nouveau	Offrir une valeur ajoutée aux clients en fournissant des services du SDC de haute qualité et homogènes par l'entremise de partenariats entre les secteurs public et privé, comme Équipe Canada inc, et aux réseaux internationaux de promotion de la science et de la technologie, et des investissements.

<b>Promotion du commerce international</b> : Créer des emplois et assurer la prospérité au Canada en encourageant les entreprises canadiennes à profiter pleinement des occasions d'affaires internationales et en facilitant les flux d'investissements et de technologies.	Mettre l'accent sur les efforts de promotion du commerce international dans les secteurs qui présentent le plus grand potentiel pour le Canada, tout en intervenant de façon plus active dans les secteurs de pointe comme la biotechnologie.	Nouveau	Offrir une valeur ajoutée aux clients en fournissant des services du SDC de haute qualité et homogènes par l'entremise de partenariats entre les secteurs public et privé, comme Équipe Canada inc, et aux réseaux internationaux de promotion de la science et de la technologie, et des investissements.
<b>Promotion du commerce international</b> : Créer des emplois et assurer la prospérité au Canada en encourageant les entreprises canadiennes à profiter pleinement des occasions d'affaires internationales et en facilitant les flux d'investissements et de technologies.	Mettre l'accent sur les efforts de promotion du commerce international dans les secteurs qui présentent le plus grand potentiel pour le Canada, tout en intervenant de façon plus active dans les secteurs de pointe comme la biotechnologie.	Nouveau	Offrir une valeur ajoutée aux clients en fournissant des services du SDC de haute qualité et homogènes par l'entremise de partenariats entre les secteurs public et privé, comme Équipe Canada inc, et aux réseaux internationaux de promotion de la science et de la technologie, et des investissements.

Les ressources humaines du Ministère jouent un rôle clé dans la réalisation des priorités annuelles du greffier du Conseil privé. Le Ministère a démontré un leadership soutenu dans l'amélioration de la capacité linguistique de ses employés et dans l'accroissement de la diversité grâce à des campagnes de recrutements ciblées. Le Ministère a également continué à harmoniser le processus de planification des ressources humaines avec le en vertu de la *Loi sur la modernisation de la fonction publique*, et ce, afin de s'assurer que la planification des ressources humaines s'harmonise et s'incorpore pleinement aux plans et aux priorités du Ministère.

### 1.3.5 Sommaire du rendement en fonction des priorités et des engagements

Résultats stratégiques	Priorités et engagements ministériels	Type de priorité*	Résultats prévus/état**
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<b>Politique commerciale :</b> Créer des emplois et assurer la prospérité au Canada en gérant efficacement les relations commerciales du Canada avec les États-Unis et en libéralisant le commerce et la circulation des capitaux dans le monde entier, grâce à des règles claires et équitables.	Servir énergiquement les intérêts du Canada en matière de commerce et d'investissement avec les États-Unis en assurant et en élargissant l'accès du Canada à ce marché essentiel, en continuant à collaborer au maintien d'une frontière sûre qui facilite les échanges, et en affectant plus de personnel spécialisé dans le commerce et l'investissement dans les missions du Canada aux États-Unis.	Progressif	Continuer de gérer efficacement les relations commerciales en élaborant des stratégies de coopération pour la gestion de la frontière qui établissent un équilibre entre la sécurité et la circulation aisée des marchandises et des personnes, en misant sur le succès du processus de la frontière intelligente.
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<b>Politique commerciale :</b> Créer des emplois et assurer la prospérité au Canada en gérant efficacement les relations commerciales du Canada avec les États-Unis et en libéralisant le commerce et la circulation des capitaux dans le monde entier, grâce à des règles claires et équitables.	Faire progresser les négociations tenues dans le cadre de l'OMC, de la ZLEA et d'autres instances afin d'améliorer l'accès aux marchés des biens et services canadiens et les règles commerciales et de mieux intégrer les pays en développement dans le système commercial.	Déjà engagé	Travailler à la conclusion d'un accord exhaustif et équilibré pour le Cycle de Doha pour le développement ainsi que pour la Zone de libre-échange des Amériques (ZLEA), qui comprend des règles régissant l'investissement, un mécanisme de règlement des différends régionaux et des accords parallèles sur le travail et l'environnement compatibles avec l'OMC.
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<b>Politique commerciale :</b> Créer des emplois et assurer la prospérité au Canada en gérant efficacement les relations commerciales du Canada avec les États-Unis et en libéralisant le commerce et la circulation des capitaux dans le monde entier, grâce à des règles claires et équitables.	Défendre les droits et les intérêts du Canada dans les différends commerciaux, tout en exigeant fermement qu'on apporte des améliorations aux dispositions sur le règlement des différends internationaux.	Déjà engagé	Participer activement à toutes les réunions et à tous les examens de l'OMC et de l'ALENA pour défendre les intérêts du Canada à l'égard des questions institutionnelles et axées sur les résultats, y compris les différends commerciaux, et jouer un rôle de chef de file pour améliorer les processus de règlement des différends de l'OMC et de l'ALENA.
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Suite à la page suivante

ministères fédéraux clés et du secteur privé. La journée internationale, qui a eu lieu au Capitole en mars 2005, a offert une occasion unique aux parlementaires, aux partenaires provinciaux et aux représentants de l'industrie de se faire entendre auprès des législateurs américains et du personnel clé afin de souligner des thèmes particuliers tels que la concurrence, les questions de sécurité et l'investissement, en plus des différends commerciaux mentionnés ci-dessus.

La recherche de règles commerciales libéralisées s'est poursuivie sans répit alors que nous avons mis de l'avant le Cycle de négociations de Doha, réalisant une percée importante quant aux délicates questions d'agriculture. Bien que nous ne soyons pas prêts à crier victoire dans ce dossier historiquement ardu, nous avons mis en place d'excellents postes qui rassemblent le soutien de membres clés de l'Organisation mondiale du commerce. Les prochains mois détermineront l'ampleur de la volonté et de la capacité collectives à changer plus que jamais les règles du jeu dans ce secteur.

*Créer des emplois et assurer la prospérité au Canada en encourageant les entreprises canadiennes à profiter pleinement des occasions d'affaires internationales et en facilitant les flux d'investissements et de technologies.*

L'économie canadienne a poursuivi une tendance positive en 2004 avec une augmentation de la croissance réelle de 2,9 %. Cette tendance était également manifeste dans le rendement commercial international du Canada alors que les exportations de biens et de services se sont élevées à une marge de 1 % de leur dernière pointe et que les importations ont atteint des niveaux élevés records. La balance du commerce des biens et des services a enregistré un surplus encore plus grand de 7,2 milliards de dollars et celle des transferts de 0,1 milliard de dollars, alors que le déficit des revenus d'investissement s'est resserré de 3,1 milliards de dollars. Dans le cadre de sa contribution au programme de commercialisation du gouvernement, le Ministère a initié un examen approfondi des pratiques internationales relatives à l'innovation et à la commercialisation des nouvelles technologies. Aussi, il a contribué à un inventaire de commercialisation interministériel et proposé un document de travail, de la recherche et des délibérations ultérieures sur les mesures du rendement. La politique, les programmes et les communications

*Attirer et conserver la technologie et l'investissement étrangers, et promouvoir l'investissement à l'étranger afin de créer des emplois et d'assurer la prospérité au Canada.*

du gouvernement sur la commercialisation ont été renforcés par une reconnaissance accrue des dimensions internationales de la politique scientifique et technologique.

L'investissement et la formation de capital sont essentiels à la stimulation de l'innovation, de la concurrence et de la croissance économique, ce qui contribue à l'amélioration du niveau de vie. Les entreprises étrangères actives au Canada jouent un rôle important dans le développement économique du Canada. En effet, ces dernières investissent considérablement dans la recherche et le développement, rehaussent les niveaux de productivité et d'investissement de capitaux du Canada et facilitent l'intégration du commerce international. L'investissement étranger direct (IED) crée des emplois et renforce les communautés canadiennes.

La concurrence mondiale relative à l'investissement à l'étranger était toujours aussi féroce en 2004. Néanmoins, la valeur de l'investissement étranger direct au Canada a grimpé de 3,2 % ou 11,2 milliards de dollars, pour atteindre 365,7 milliards de dollars. Parallèlement, la valeur de l'investissement direct canadien à l'étranger a augmenté de 10,3 % ou 41,6 milliards de dollars, pour atteindre 445,1 milliards de dollars. Il s'agit là d'un bon indice de l'importance que les fabricants canadiens portent à l'internationalisation de leurs activités pour ainsi mieux tirer profit des occasions offertes par la chaîne d'approvisionnement mondiale.

*Fournir des services de soutien rentables pour permettre au Ministère d'atteindre ses objectifs.*

Les services ministériels fournis au ministère des Affaires étrangères et du Commerce international (*Commerce international*) ont continué à appuyer efficacement sa politique, sa planification et ses activités, autant au Canada qu'à l'étranger, conformément aux lignes directrices du Conseil du Trésor et à l'orientation stratégique globale du greffier du Conseil privé. Malgré les défis posés par les exigences des restrictions budgétaires du Comité d'examen des dépenses, le Ministère a su exploiter, dans l'exécution de son mandat, les ressources restantes à leur pleine capacité.

1.3.3 Ressources financières en fonction des résultats stratégiques (en millions de dollars)

Résultats stratégiques	Prévues	Réelles
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**Politique commerciale :** Créer des emplois et assurer la prospérité au Canada en gérant efficacement les relations commerciales du Canada avec les États-Unis et en libéralisant le commerce et la circulation des capitaux dans le monde entier, grâce à des règles claires et équitables.

**Promotion du commerce international :** Créer des emplois et assurer la prospérité au Canada en encourageant les entreprises canadiennes à profiter pleinement des occasions d'affaires internationales et en facilitant les flux d'investissements et de technologies.

**Promotion de l'investissement :** Attirer et conserver la technologie et l'investissement étranger, et promouvoir l'investissement à l'étranger afin de créer des emplois et d'assurer la prospérité au Canada.

**Services ministériels :** Fournir des services de soutien rentables pour permettre au Ministère d'atteindre ses objectifs.

Total	168,4 \$	208,8 \$
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1. Le Ministère n'a pas calculé le coût des dépenses prévues et des dépenses réelles en fonction des priorités ou des engagements ministériels étant donné que les lignes directrices du SCT n'exigeaient pas ce niveau de détails dans les précédents Rapports sur les plans et les priorités. Cependant, le Ministère a fourni les chiffres prévus et réels qui se rapportent à ses secteurs d'activités ou à ses résultats stratégiques, tels qu'ils sont présentés dans le tableau ci-dessus.

2. Pour une explication de l'écart entre le Budget principal des dépenses et le Total des autorisations concernant le Secteur d'activités Politiques commerciales, le lecteur est invité à consulter le Tableau 1 intitulé Comparaison des dépenses prévues aux dépenses réelles.

3. Pour une explication de l'écart entre les dépenses prévues et les dépenses réelles pour le Secteur d'activités Services ministériels, le lecteur est invité à consulter le Tableau 1 intitulé Comparaison des dépenses prévues aux dépenses réelles.

1.3.4 Résultats stratégiques du Ministère

*Créer des emplois et assurer la prospérité au Canada en gérant efficacement les relations commerciales du Canada avec les États-Unis et en libéralisant le commerce et la circulation des capitaux dans le monde entier, grâce à des règles claires et équitables.*

L'économie canadienne a continué à croître pour la 13<sup>e</sup> année consécutive, principalement en raison de son rendement commercial aux États-Unis. Le Ministère a accentué ses efforts pour améliorer l'accès au principal marché canadien, lançant d'importantes campagnes pour appuyer le Canada dans plusieurs dossiers cruciaux au bien-être économique, notamment les cas d'encéphalopathie spongiforme bovine (ESB), du bois

d'œuvre résineux, des pharmacies sur Internet et de la sous-traitance. Ces efforts ont été appuyés en grande partie par le nombre accru d'employés et de bureaux du gouvernement du Canada situés aux États-Unis. Ces ressources sont indispensables pour assurer l'efficacité de nos campagnes de promotion des intérêts en collaborant avec des Américains à l'échelle locale, régionale et nationale en plus d'effectuer notre travail à Washington.

Nous reconnaissons que les défis auxquels nous devons faire face aux États-Unis ne sont pas des défis à court terme. Ils nécessitent de la ténacité, des renseignements sûrs et la collaboration des partenaires à l'échelle provinciale et territoriale ainsi que des

entreprises sur les marchés émergents et d'autres marchés clés et accroître l'investissement étranger direct au Canada.

Bien que le monde soit rempli d'occasions commerciales, les défis sont nombreux. Le fait d'être situé à proximité de notre marché le plus important est un atout précieux, mais le déplacement de la population et, du coup, celui du pouvoir économique et politique vers le sud et le sud-ouest des États-Unis diminuent l'importance de cet avantage dont nous bénéficions traditionnellement dans les États du Nord. Les géants économiques tels que la Chine se taillent de plus en plus une place bien à eux sur le marché que nous considérons depuis longtemps comme « le nôtre », et nous devons prendre garde à ce que les préoccupations relatives à la sécurité, à la réglementation et à l'économie ne fassent pas de notre frontière une barrière au commerce.

À l'extérieur de l'Amérique du Nord, l'essor du Canada dans les chaînes de valeur n'est pas aussi rapide que celui de certains de nos concurrents. Il se peut que les efforts en matière de politique et d'expansion des affaires déployés par les différents ordres de gouvernement et le secteur privé ne concordent pas encore tout à fait avec ces nouvelles réalités et ces nouveaux débouchés.

Le nouvel environnement exerce donc une pression sur le Ministère et, par le fait même, sur ses ressources, afin qu'il acquière et déploie des connaissances, suive le rythme effréné des affaires, prévoit une marge de manœuvre dans sa prestation de services et l'élaboration de ses politiques, et harmonise les efforts du Canada pour qu'il sorte du lot de tous les collaborateurs et mette en place une stratégie efficace pour son commerce international. Pour y arriver, plusieurs mesures s'imposent, allant de l'expansion ciblée des affaires à l'échelle internationale au maintien de réseaux étendus dans les domaines de la science, de la technologie et de l'innovation, en passant par la création d'environnements stratégiques favorables au pays et d'environnements axés sur des règles prévisibles à l'échelle mondiale.

Le succès dans ce type d'environnement exigera que les partenaires et les réseaux soient bien rodés afin de s'étendre dans tout le gouvernement du Canada et à d'autres ordres de gouvernement, aux entreprises et à d'autres joueurs clés. Les moyens que nous utiliserons ne nécessiteront pas seulement l'apport de notre Ministère; au contraire – que ce soit préparer les nouveaux exportateurs ou faciliter la tâche des investisseurs au Canada, ou encore négocier des liaisons aériennes directes, veiller à instaurer des règles transparentes et accroître l'accès au marché au moyen du Cycle de négociations de Doha et d'autres négociations commerciales. Plus précisément, le rôle du Ministère consistera à fournir du leadership, à encadrer les réseaux et à donner une orientation stratégique claire aux politiques et aux programmes, et il bénéficiera à cette fin du concours de notre vaste réseau de ressources professionnelles s'étendant partout au Canada, au monde entier et dans notre riche noyau d'experts en politique d'Ottawa. Nous mobiliserons et dirigerons les forces, les compétences et les ressources du gouvernement fédéral afin de nous adapter aux changements rapides de l'économie internationale. Ainsi, nous devons transformer la prestation des services de manière à s'assurer que nous respectons notre mandat et répondons à la fois aux besoins à court et à long terme des entreprises et du Canada dans son ensemble.

1.3.2 Ressources financières et humaines

Renseignements sommaires

Total des ressources financières (en millions de dollars)		
Prévues	Autorisées	Réelles
168,4 \$	234,6 \$	208,8 \$
Total des ressources humaines (ETP)		
Prévues	Réelles	Différence
1 259	1 316	57

On compte environ 1 800 personnes employées au Ministère, réparties à l'administration centrale, dans 12 centres de commerce international un peu partout au Canada et dans 140 bureaux à l'étranger. Les domaines d'expertise de nos spécialistes vont de la politique commerciale et de la politique en matière d'investissement à l'expansion des affaires, en passant par la commercialisation internationale et la planification stratégique.

Le Service des délégués, qui est composé d'environ 500 délégués commerciaux et de quelque 600 employés recrutés sur place, fournit des renseignements détaillés sur les marchés, les lois et les milieux d'affaires locaux, repère les occasions d'affaires internationales pour les Canadiens et facilite leur participation sur les marchés mondiaux. Les délégués commerciaux maintiennent un vaste réseau de contacts et disposent d'expertise dans toute une gamme de sujets, notamment l'accès aux marchés, les perspectives commerciales, les procédures d'exportation, la délivrance de permis, les coentreprises et les transferts de technologies.

Dans toutes ses activités, le Ministère favorise la gestion novatrice, la planification stratégique et les partenariats à tous les niveaux.

## Notre environnement de travail : les risques, les possibilités et les défis

Le Canada a grandement profité de son succès économique sur la scène internationale. Cependant, nous ne pouvons et ne devons nous en tenir à un comportement fondé sur une hypothèse voulant que ce record soit automatiquement maintenu. Il y a un risque de complaisance dans l'hypothèse que le Canada continuera à connaître du succès en tant que pays commerçant, tout comme il y a un risque à supposer que les services professionnels fournis par le Ministère à ses clients entraînent une valeur alors qu'ils ne correspondent peut-être plus tout à fait aux besoins de l'économie mondiale. Nous devons constamment veiller à réduire ces risques.

Le Ministère doit adopter une approche proactive afin de permettre l'amélioration du rendement économique international dans des domaines où le potentiel de participation canadienne est plus fort. Il doit renverser la part de marché en baisse aux États-Unis, positionner les Canadiens de façon à étendre les activités de leurs

international et de lui donner les moyens de l'atteindre. À ce titre, le Ministère centralise la politique commerciale, le commerce et les stratégies en matière d'investissement et de promotion du gouvernement fédéral, ainsi que la coordination de ses activités de promotion du commerce international. Le Ministère met aussi un accent particulier sur les sciences et la technologie, notamment la facilitation d'activités de recherche internationale concertée qui conduisent à la création, à l'acquisition et à la diffusion de sciences et de technologies de pointe dans l'ensemble du réseau national de recherche et développement du Canada.

Le Ministère gère les relations commerciales du Canada et s'emploie à libéraliser le commerce et la circulation des capitaux dans le monde entier en se fondant sur des règles claires et équitables. Il s'engage dans des initiatives bilatérales et multilatérales de libéralisation du commerce, y compris le Cycle de négociations de Doha de l'Organisation mondiale du commerce et les pourparlers pour établir la Zone de libre-échange des Amériques. Le ministre des Affaires étrangères et du Commerce international (*Commerce international*) joue également le rôle principal dans la gestion des relations entre le Canada et les États-Unis, tout en favorisant la coopération sur d'autres questions relatives à l'intégration économique nord-américaine.

L'essor du commerce et de l'investissement et l'ouverture de nouveaux marchés pour les produits et services canadiens partent dans le monde créent des emplois et des débouchés d'affaires pour les Canadiens au pays et à l'étranger. En outre, la libéralisation du commerce contribue grandement au programme d'innovation du gouvernement du Canada. L'ouverture de nouveaux marchés pour les entreprises canadiennes stimule l'investissement, qui peut accroître la productivité et faire naître de nouvelles idées, tandis que l'investissement étranger au Canada favorise le transfert de la technologie et du savoir-faire aux Canadiens.

Dans le cadre de son mandat, le Ministère gère les éléments liés au commerce et à l'investissement et les fonctions relatives à la promotion du commerce international des missions du Canada à l'étranger. Le Ministère appuie également les activités et les objectifs économiques internationaux d'autres Ministères et organismes fédéraux, ainsi que ceux des provinces, des territoires et des municipalités.

1.3 Renseignements sommaires

Le présent rapport démontre l'engagement du Ministère à l'égard d'une gestion axée sur les résultats et d'une saine administration financière. En préparant ce rapport, le Ministère a porté une attention particulière aux quatre principes d'établissement de rapports gouvernementaux de rendement établis par le Secrétaire du Conseil du Trésor du Canada. Ces principes exigent des ministères de :

- mettre l'accent sur les avantages pour les Canadiens et d'expliquer les aspects fondamentaux de la planification et du rendement, ainsi que de les mettre dans leur contexte;

- présenter des renseignements crédibles, fiables et équilibrés;

- associer le rendement aux plans, aux priorités et aux résultats attendus; expliquer les modifications apportées et les leçons apprises;

- lier les ressources aux résultats.

La principale activité du Ministère consiste à fournir des services aux entreprises canadiennes, allant des négociations complexes relatives à l'accès aux marchés à la facilitation des transactions d'exportation et d'investissement. La plupart du temps, le résultat final du travail du Ministère ne devient évident qu'à un certain moment, lorsque les entreprises canadiennes en tirent profit et, qu'en retour, cela se répercute sur l'économie de tout le Canada. Ainsi, le point de vue du Ministère qui est de se concentrer sur les résultats plutôt que sur les extrants devient tout un défi. Néanmoins, le présent rapport tente de respecter ce principe le plus possible. La mise au point d'indicateurs plus sophistiqués pour mesurer le rendement et de systèmes pour en faire rapport est à un stade bien avancé au Ministère. Grâce à ces systèmes, nous serons en mesure, peu à peu, de préparer de meilleurs rapports pour ce qui est des résultats à compter du Rapport ministériel sur le rendement de l'an prochain.

Voici en quoi consiste la structure de ce rapport. Ce dernier commence par une brève description de l'objectif du ministère des Affaires étrangères et du Commerce international (*Commerce international*). Suit

une brève description de son environnement de travail en 2004-2005, y compris les principaux risques et défis. Le rapport souligne ensuite les résultats stratégiques du Ministère et ses principales réalisations pour la période visée, de même qu'une brève discussion sur le suivi du rendement et les éléments fondamentaux, tels que l'organisation, la gouvernance et la responsabilisation.

Afin de bien faire concorder nos réalisations avec les priorités indiquées dans le *Rapport sur les plans et les priorités*, le présent *Rapport ministériel sur le rendement* (RMR) utilise le Cadre de planification, de rapport et de responsabilisation (CPRR) de 1996. Le Ministère a déjà mis au point une nouvelle Structure de gestion des ressources et des résultats (Architecture des activités des programmes) qui servira de base pour l'établissement de rapports sur les réalisations du Ministère au moment de préparer le RMR 2005-2006.

Les sections du rapport portant sur les secteurs d'activités correspondent aux résultats stratégiques énoncés dans le CPRR de 1996 qui a trait au commerce international et à l'expansion des affaires. Les nouvelles activités du ministère en matière d'investissement sont également mentionnées. Dans ces sections, les renseignements se retrouvent sous les rubriques suivantes :

- Résultat stratégique;
- Nos ressources;
- Moyen d'atteindre notre résultat stratégique;
- Notre environnement de travail;
- Réalisations et rendement.

À la fin du rapport, les lecteurs trouveront un bref exposé des questions de gestion et des initiatives gouvernementales concernant le Ministère, suivi des tableaux d'information financière.

1.3.1 Raison d'être du Ministère

Le mandat du ministère des Affaires étrangères et du Commerce international (*Commerce international*) est de favoriser la prospérité du Canada grâce au commerce

## 1.2 Déclaration de la direction

Je soumetts, en vue de son dépôt au Parlement, le *Rapport ministériel sur le rendement de 2004-2005* pour le ministère des Affaires étrangères et du Commerce international (*Commerce international*).

Le document a été préparé conformément aux principes de présentation de rapports énoncés dans le *Guide de préparation - Rapports ministériels sur le rendement de 2004-2005* du Secrétariat du Conseil du Trésor du Canada.

- Il est conforme aux exigences particulières en matière de préparation de rapports.

- Il utilise une structure d'activités approuvée.

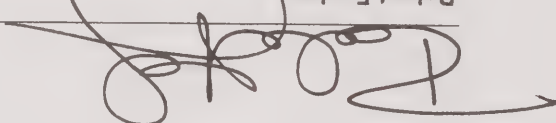
- Il présente des renseignements cohérents, complets, équilibrés et exacts.

- Il offre un modèle de responsabilisation pour les résultats recherchés ou atteints avec les ressources et les autorisations allouées.

- Il fait état des montants approuvés dans le Budget des dépenses et les Comptes publics du Canada.



Robert Fonberg  
Sous-ministre du Commerce international

  
Robert Fonberg  
Sous-ministre du Commerce international

Bien qu'il soit crucial de réaliser des progrès dans le cycle de négociations de Doha pour s'assurer des marchés mondiaux, cela ne représente qu'une partie de notre stratégie sur le commerce international. Les États-Unis demeurent notre partenaire économique le plus important, étant donné les liens qui nous unissent dans le cadre de l'ALENA et d'autres initiatives plus récentes. Malgré des pommes de discorde persistantes, comme le bois d'œuvre résineux, il ne faut pas perdre de vue le fait que la majeure partie de nos échanges avec les États-Unis se déroulent sans heurts. Nous ferons tout en notre pouvoir pour que les échanges entre le Canada et les États-Unis se poursuivent sur un pied d'égalité et que toutes les règles du jeu soient respectées. Aucun des pays signataires de l'ALENA ne doit oublier — et l'ouragan Katrina s'est chargée de nous le rappeler tragiquement — que nous vivons dans une économie continentale de plus en plus intégrée à l'intérieur d'un contexte mondial de concurrence : ou nous prospérons ensemble ou nous déclinons ensemble. Voilà le message que nous lançons aux quatre coins des États-Unis par nos vigoureux efforts de représentation, lesquels font partie intégrante de nos outils visant à renforcer et à maintenir ces liens si importants.

Nous avons également pris part à d'autres efforts de facilitation du commerce, par exemple des négociations

régionales et bilatérales sur le commerce et l'investissement, et à des activités variées et novatrices de développement du commerce : voilà ce dont les entreprises canadiennes ont besoin pour s'assurer des gains sur le marché. Au cours de la dernière année, les Canadiens ont participé à une vaste consultation sur la nécessité d'intensifier notre présence sur les marchés qui constituent les nouveaux pôles de croissance dans le monde. Il est généralement admis que, pour demeurer un partenaire commercial de premier ordre et garantir son bien-être, le Canada devra déployer davantage d'efforts dans des marchés comme la Chine, l'Inde, le Brésil et la Russie, lesquels sont bien positionnés pour réussir dans l'économie mondiale du savoir. C'est donc en faisant preuve de dynamisme et d'imagination que nous nous attaquons à cette question, comme les pourparlers en matière de libre-échange avec la Corée, un partenaire clé de la Chine et du Japon. Ces négociations laissent bien augurer des perspectives économiques du Canada dans une partie du monde où il reste encore beaucoup à faire pour renforcer notre position concurrentielle dans les domaines du commerce, de l'investissement et de la technologie.

C'est donc avec fierté et plaisir que je présente ce rapport au Parlement au nom de mon ministère.



L'honorable James Scott Peterson  
Ministre du Commerce international

## 1.1 Message du Ministre

L'économie canadienne s'est bien portée en 2004 malgré un contexte international difficile. Elle a poursuivi sur sa lancée en enregistrant une croissance réelle de 2,9 %, comme en témoigne le rendement du Canada sur le plan du commerce extérieur. En effet, les exportations canadiennes tant de biens que de services ont augmenté de près de 1 % par rapport au niveau record précédent. Le moment semblait donc tout indiqué pour lancer la Stratégie sur le commerce international, préparée par mon ministre en 2004-2005, et qui fait partie intégrante de l'*Énoncé de politique internationale du Canada*. Comme l'explique la Stratégie, les enjeux assurant le maintien de nos réussites sont considérables. Le commerce international est la pierre angulaire de l'économie canadienne et il sous-tend les choix qui définissent notre qualité de vie : nous n'avons d'autre option que de « faire les bons choix ». Voilà la mission de mon ministre et le message que je m'emploie à communiquer aux Canadiens.

La dynamique du commerce international en période de mondialisation touche tous les Canadiens. La libéralisation du commerce et de l'investissement, les avancées rapides des technologies de la communication

et du transport ainsi qu'une mobilité accrue du capital, des gens et des idées transforment l'économie sous nos yeux. Cette dynamique a ouvert de nouveaux débouchés aux biens et aux services canadiens, mais elle a également créé une concurrence extrême, notamment de la part des marchés émergents qui gravissent rapidement l'échelle du savoir. Le commerce international s'adapte pour répondre à la demande des consommateurs qui exigent choix et qualité, en passant à des modèles de production et de distribution fondés sur des chaînes de valeurs mondiales ou régionales. C'est ainsi que, pour la recherche, la mise au point de produits, la conception et la fabrication, ainsi que l'obtention d'un financement et d'autres services, ils choisissent les endroits où cela est le plus rentable, que ce soit du point de vue des coûts, de la qualité ou de l'accès aux marchés ou aux idées.

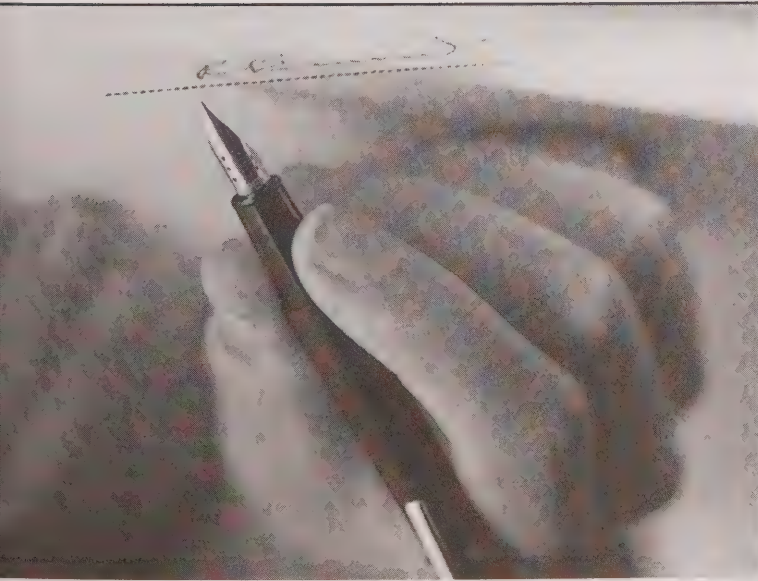
Notre besoin d'innover, d'optimiser la commercialisation de nouvelles technologies, de faire valoir nos compétences et nos avantages et de nous positionner pour assurer notre réussite continue par des liens durables n'a jamais été aussi grand que dans le monde actuel. Nous devons saisir toutes les occasions qui nous sont offertes de tirer profit du vaste potentiel des grands marchés du XXI<sup>e</sup> siècle, qu'ils soient bien établis ou naissants. La Stratégie sur le commerce international propose un cadre dans lequel poursuivre ce but avec nos partenaires du gouvernement fédéral et de partout au Canada. En regardant vers l'avant, je vois autant les difficultés que les nouvelles possibilités sur le chemin que nous devons emprunter pour assurer notre bien-être.

En décembre 2005, l'Organisation mondiale du commerce tiendra une réunion ministérielle qui, j'espère, ouvrira la voie à la conclusion fructueuse du cycle de négociations de Doha. Étant donné les compromis énormes que devront consentir les membres de l'OMC, la réussite est loin d'être garantie. Les négociations, qui mettent l'accent sur des secteurs problématiques depuis toujours, comme l'Agriculture et les services, représentent un défi de taille et des risques énormes pour le Canada et les pays moins développés, dont la prospérité future est étroitement liée à la transparence et à la sécurité du contexte commercial mondial que sauvegarde l'OMC. Pour réussir, toutes les parties devront faire preuve d'une volonté politique et d'une détermination farouches : nous devons continuer à consacrer toute notre énergie en ce sens.

## Section 1

1

**Aperçu**



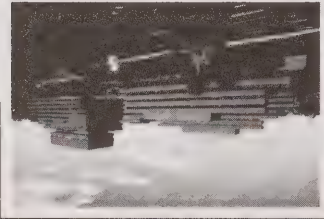
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# Rapport sur le rendement 2004-2005

pour la période se terminant  
le 31 mars 2005



*James Scott Peterson*

L'honorable James Scott Peterson  
Ministre du Commerce international



## Avant-propos

Le gouvernement du Canada améliore sans cesse ses pratiques de gestion, ce qui constitue pour lui une priorité depuis le dépôt au Parlement, au printemps 2000, du document intitulé *Des résultats pour les Canadiens et les Canadiennes : Un cadre de gestion pour le gouvernement du Canada*. Dans sa poursuite de l'excellence en gestion, le gouvernement envisage d'offrir aux Canadiens : un gouvernement à l'écoute, qui sert bien ses citoyens et qui est administré comme une seule et même entité cohérente; un gouvernement innovateur, qui est appuyé par une fonction publique hautement qualifiée, en mesure de bien tirer parti de toute l'information à sa disposition et de faire un usage optimal des fonds publics, tout en tenant compte des risques éventuels; et un gouvernement redevable, qui rend compte clairement et ouvertement de son rendement au Parlement et aux Canadiens et aux Canadiennes.

Les rapports ministériels sur le rendement jouent un rôle de premier plan dans le cycle de planification, de suivi, d'évaluation ainsi que de communication des résultats au Parlement et aux citoyens. Ils sont au cœur même de l'application du concept du gouvernement redevable.

Les ministères et les organismes sont invités à rédiger leurs rapports en appliquant les principes pour l'établissement de rapports publics efficaces (voir le *Guide pour la préparation des rapports ministériels sur le rendement 2004-2005* : [http://www.tbs-sct.gc.ca/rma/dpr/04-05/guidelines/guide\\_f.asp](http://www.tbs-sct.gc.ca/rma/dpr/04-05/guidelines/guide_f.asp)). Selon ces derniers, un rapport ne peut être efficace que s'il présente un tableau du rendement qui soit non seulement cohérent et équilibré mais bref et pertinent. Un tel rapport doit insister sur les résultats - soit les avantages dévolus aux Canadiens et aux Canadiennes et à la société canadienne - et il doit refléter ce que l'organisation a pu contribuer à ces résultats. Il doit mettre le rendement du ministère en contexte, faire le lien entre le rendement et les engagements antérieurs, expliquer les changements ainsi que décrire les risques et les défis auxquels le ministère a été exposé en répondant aux attentes sur le rendement. Le rapport doit aussi souligner les réalisations obtenues en partenariat avec d'autres organisations gouvernementales et non-gouvernementales. Et comme il est nécessaire de dépenser judicieusement, il doit exposer les liens qui existent entre les ressources et les résultats. Enfin, un tel rapport ne peut être crédible que si le rendement décrit est corroboré par la méthodologie utilisée et par des données pertinentes.

Le présent rapport ministériel sur le rendement (ainsi que ceux de nombreux autres ministères et organismes) peut être consulté sur le site Web du Secrétaire du Conseil du Trésor du Canada à l'adresse suivante : <http://www.tbs-sct.gc.ca/est-pre/estime.asp>. Les lecteurs qui désiraient un aperçu global des efforts déployés par le gouvernement du Canada afin d'améliorer la qualité de vie peuvent lire *Le rendement du Canada 2005*, qu'on peut également consulter à l'adresse Internet précitée. Ce rapport est structuré autour de trois grands thèmes (économie durable, fondements sociaux du Canada et la place du Canada dans le monde) et sa version électronique renferme des liens avec les rapports ministériels sur le rendement pertinents. *Le rendement du Canada 2005* renferme également un aperçu spécial des efforts déployés par le gouvernement afin d'améliorer le bien-être des Autochtones.

Le gouvernement du Canada s'est engagé à améliorer sans cesse les rapports qu'il présente au Parlement et aux Canadiens et aux Canadiennes. Par leurs observations et leurs suggestions, les lecteurs peuvent contribuer grandement à améliorer, au fil du temps, la qualité des rapports ministériels sur le rendement et autres rapports.

**Les observations ou les questions peuvent être adressées à :**

Direction de la gestion axée sur les résultats  
Secrétariat du Conseil du Trésor du Canada  
L'Esplanade Laurier  
Ottawa (Ontario) K1A 0R5  
OU à : [ma-mtr@tbs-sct.gc.ca](mailto:ma-mtr@tbs-sct.gc.ca)

## Les documents budgétaires

Chaque année, le gouvernement établit son Budget des dépenses, qui présente l'information à l'appui des autorisations de dépenser demandées au Parlement pour l'affectation des fonds publics. Ces demandes d'autorisations sont présentées officiellement au moyen d'un projet de loi de crédits déposé au Parlement.

Le Budget des dépenses du gouvernement du Canada est divisé en plusieurs parties. Commengant par un aperçu des dépenses totales du gouvernement dans la Partie I, les documents deviennent de plus en plus détaillés. Dans la Partie II, les dépenses sont décrites selon les ministères, les organismes et les programmes. Cette partie renferme aussi le libellé proposé des conditions qui s'appliquent aux pouvoirs de dépenser qu'on demande au Parlement d'accorder.

*Le Rapport sur les plans et les priorités* fournit des détails supplémentaires sur chacun des ministères ainsi que sur leurs programmes qui sont principalement axés sur une planification plus stratégique et les renseignements sur les résultats escomptés.

*Le Rapport sur le rendement* met l'accent sur la responsabilisation basée sur les résultats en indiquant les réalisations en fonction des prévisions de rendement et les engagements à l'endroit des résultats qui sont exposés dans le *Rapport sur les plans et les priorités*.

Le Budget des dépenses, de même que le budget du ministre des Finances, sont le reflet de la planification budgétaire annuelle de l'État et de ses priorités en matière d'affectation des ressources. Ces documents, auxquels viennent s'ajouter par la suite les Comptes publics et les rapports ministériels sur le rendement, aident le Parlement à s'assurer que le gouvernement est dûment comptable de l'affectation et de la gestion des fonds publics.

©Sa Majesté la Reine du chef du Canada, représentée par le Ministre des Travaux publics et Services gouvernementaux Canada — 2005

No de catalogue BT31-4/94-2005  
ISBN 0-660-62917-8

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*Nota :* Pour ne pas alourdir le texte français, le masculin est utilisé pour désigner tant les hommes que les femmes.

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**Ministère des Affaires  
étrangères et Commerce  
international Canada  
(Commerce international)**  
Rapport sur le rendement

Pour la période se terminant  
le 31 mars 2005

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# Department of Justice Canada

## Performance Report

For the period ending  
March 31, 2005

Canada

ESTIMATES

## The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The Report on Plans and Priorities provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The Departmental Performance Report provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring Report on Plans and Priorities.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Catalogue No. BT31-4/39-2005  
ISBN 0-660-62919-4

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## Foreword

The Government of Canada has made continuous improvement in its management practices a priority since *Results for Canadians: A Management Framework for the Government of Canada* was tabled in Parliament in the spring of 2000. Driving the government's pursuit of management excellence is its vision to provide Canadians with a responsive government, which serves citizens and manages itself as a unified, coherent enterprise; an innovative government supported by a highly-qualified public service equipped to leverage information and make the best use of public funds while balancing risk; and an accountable government which answers clearly and openly for its performance to Parliament and to Canadians.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting results to Parliament and citizens. They are at the heart of accountability in government.

Departments and agencies are encouraged to prepare their reports following principles for effective public reporting (provided in the *Guide for the Preparation of the 2004-05 Departmental Performance Reports*: [http://www.tbs-sct.gc.ca/rma/dpr1/04-05/guidelines/guide\\_e.asp](http://www.tbs-sct.gc.ca/rma/dpr1/04-05/guidelines/guide_e.asp) ). Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes (benefits to Canadians and Canadian society) and describes the contribution the organisation has made toward those outcomes. It sets performance in context, associates performance with earlier commitments, explains any changes, and discusses risks and challenges faced by the organisation in delivering on these commitments. Achievements realised in partnership with other governmental and non-governmental organisations are also discussed. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

This departmental performance report (along with those of many other organizations) is accessible from the Treasury Board of Canada Secretariat Internet site: <http://www.tbs-sct.gc.ca/est-pre/estime.asp>. Readers wishing a high level, whole of government overview of the Government of Canada's efforts to improve quality of life should refer to *Canada's Performance 2005* available at the same internet address. This report is structured around three broad policy areas (Sustainable Economy, Canada's Social Foundations and Canada's Place in the World) and, in its electronic version, links to relevant Departmental Performance Reports. *Canada's Performance 2005* also contains a special overview of the government's efforts to improve the well-being of Aboriginal peoples.

The Government of Canada is committed to continually improving reporting to Parliament and Canadians. The input of readers can do much to ensure that Departmental Performance Reports and other reports are enhanced over time.

### Comments or questions can be directed to:

Results-based Management Directorate  
Treasury Board of Canada Secretariat  
L'Esplanade Laurier, Ottawa, Ontario K1A 0R5  
**OR at:** [rma-mrr@tbs-sct.gc.ca](mailto:rma-mrr@tbs-sct.gc.ca)



# Department of Justice

## Performance Report

*For the period ending March 31, 2005*





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# Section I – Overview

## A. MINISTER'S MESSAGE

As Minister of Justice, it is my responsibility to work with the provinces and territories to ensure that Canada has a just and law-abiding society with an accessible, efficient, and fair system of justice. The Department of Justice occupies a central role in helping me fulfill these duties, in addition to providing high-quality legal counsel to the Government of Canada and promoting Canada's rights, freedoms, and laws. By developing and upholding laws that affect virtually every facet of our political, social and economic life, the Department of Justice strengthens the social foundations of Canadian life and promotes Canada's standing in the world.

While Canada's justice system remains a leader on the international stage, the system is under increasing pressure from changes in Canadian society and in the world at large, including the constitutional revolution, the internationalization of human rights, the dramatic developments in Aboriginal rights, the litigation explosion, and globalization as a juridical as well as economic phenomenon. As our world changes, so too must our approach to building an effective justice system. This will involve transformative reform within the system as well as action on both the domestic and international fronts.

Since being sworn in as Minister of Justice and Attorney General of Canada, I have been and continue to be guided by one overarching principle – the pursuit of justice. There are two critical elements: the promotion and protection of equality as an organizing principle for the building of a just society; and, the promotion and protection of human dignity for the building of a society that is compassionate and humane. Pursuant to this philosophy, a number of principles underpin the pursuit of justice.

### Promoting and Protecting the Charter of Rights and Freedoms

One of the most compelling principles on the justice agenda is the promotion and protection of the *Charter of Rights and Freedoms* in general, and the equality rights and anti-discrimination provisions in particular. We need to appreciate the transformative impact of the *Charter of Rights*, not only on our laws but on our lives. Moreover, this constitutional revolution in rights and remedies has had a transformative impact on the roles and responsibilities of the Minister of Justice and Attorney General of Canada as a trustee of the rule of law, such as: certifying that every proposed law and policy comports with the *Charter of Rights and Freedoms*; and counselling departments and agencies of government - in my capacity as Chief Legal Advisor to Government - of our fidelity to the *Charter*.

### Promotion of an Accessible, Equitable and Efficient Justice System

The promotion of an accessible, equitable and efficient justice system requires the sustained cooperation of federal and provincial/territorial stakeholders. The most important program – and an important component of access to justice – is Legal Aid, which is available to youth and economically disadvantaged Canadian who are involved with the criminal justice system. Other programs that help make our system more accessible include services for victims of crime, youth justice initiatives, child-centred family justice strategy, and public legal education services.

### The Relationship Between Security and Rights

The underlying principle here is that there is no contradiction in the protection of security and the protection of human rights. Transnational terrorism constitutes an assault on the security of democracy and the most fundamental rights of its inhabitants: the right to life, liberty, and security of the person. However, the enforcement and application of counterterrorism law and counterterrorism policy must always comport with the rule of law. Minorities must never be singled out for differential or discriminatory treatment. Torture must always, and everywhere, be prohibited. Counterterrorism must not undermine the very human security we seek to promote and protect.



### **The Protection of the Most Vulnerable Amongst Us**

The test of a just society – one organized around the principles of equality and human dignity – is how it treats the most vulnerable amongst us: children, women, refugees, aboriginals, and minorities. In that connection, an act amending the *Criminal Code and Canada Evidence Act* received Royal Assent this year, protecting children and other vulnerable persons from sexual exploitation, violence, abuse and neglect. Additionally, I tabled the first ever legislative initiative to criminalize the scourge of trafficking – the new global slave trade and the fastest growing international criminal industry.

### **Aboriginal Justice**

We must address the needs of Aboriginal justice including the disproportionately high numbers of Aboriginal Canadians in the criminal justice system as both victims and offenders, and the under-representation of Aboriginals in the Justice system. Accordingly, we will work to ensure that Aboriginal legal traditions are respected in our mainstream justice system, and continue to develop such programs as the Aboriginal Justice Strategy and the Aboriginal Courtworker Program.

### **Combating Racism, Hatred and Discrimination**

Racism, hate speech and hate crimes against identifiable groups constitute an assault on: the inherent dignity and worth of each individual; the rights of minorities to protection against group vilification; and our own multicultural democracy. Accordingly, we are developing a set of justice initiatives – both domestically and internationally – to combat racism, hate speech and hate crimes. We envisage a society in which there will be no sanctuary for hate and no refuge for bigotry.

### **Supporting our Clients with High-quality Legal Services**

In order to continue to support our clients with high-quality legal services, there needs to be a greater appreciation of the increasing and compelling demand for these services. This will involve an enhanced understanding of the need to make our resources proportionate to the increasing demand upon them. More specifically, it will involve ensuring a sustainable funding regime to accommodate the increasing volume and complexity of the demand for legal services and the importance of anticipating and addressing legal risk management in high impact litigation and the like.

### **Combating Impunity and Mass Atrocity**

This involves a tripartite strategy beginning with the notion that the best protection against mass atrocity is the prevention of it. If states are unable or unwilling to prevent mass atrocity or if they themselves are the perpetrators of such crimes, there emerges an international responsibility to protect. The critical and final component in this tripartite strategy is accountability, or more specifically, the importance of bringing war criminals to justice. This was reflected in our support for the U.N. Security Council Resolution to refer the perpetration of mass atrocities in Darfur to the International Criminal Court.

### **Building International Justice Systems for the 21<sup>st</sup> Century**

A major element in the pursuit of justice involves international legal cooperation and the building of national justice systems as a basis for the establishment of an international justice system for the 21<sup>st</sup> Century. This includes bilateral cooperation and assistance in a variety of areas including the building of national justice systems in diverse countries and cultures.

I welcome you to read this report which represents a snapshot of the Department's performance in putting these principles into practice.

**Irwin Cotler**

*Minister of Justice and Attorney General of Canada*



## B. DEPUTY MINISTER'S MESSAGE

The Department focuses its work around three core strategic outcomes: a fair, relevant, accessible justice system that reflects Canadian values; a safer more secure society; and high-quality legal services to support the federal government. Delivering our strategic outcomes requires continuing attention to the way we manage our business. We must be organized for operational efficiency and effectiveness and our programs and services must be sustainable and affordable.

As Deputy Minister of Justice and Deputy Attorney General, I am committed to bringing increased discipline and rigour to management policies and processes that support the Minister of Justice and Attorney General of Canada and more broadly that enable the Government of Canada to pursue its policy and program agenda. To this end, we have embarked on an ambitious change agenda to ensure that the Department is focused on improving our ability to manage for results. However, the Department is in many ways at the developmental stage. For example, we are developing, pilot-testing and refining the tools and processes necessary to improve our capacity to identify, track and report on our performance.

I expect that as we continue to roll-out and refine such standardized tools as time-keeping and client feedback mechanisms, our capacity to report on results will continue to improve, and consequently there will be continual enhancements to the robustness of the performance information presented in our annual performance reports. This report presents some of the early results from our efforts and while I am very proud of the performance of the Department in striving to deliver on our strategic outcomes, I am aware of the need for continued efforts to systematize our collection of information in support of our performance. This is a major undertaking that cannot be accomplished in a single reporting period. I expect that the full transition to an integrated risk and results-based approach to managing for results will take three to five years.

In this light, the Department's management priorities for this reporting period focused on the following:

- working, to develop options for the implementation of a sustainable funding strategy for legal services to the Government of Canada;
- managing the high volume of federal government litigation;
- fostering a work environment that encourages development of our people; and
- improving our ability to collect information on our performance.


### Management Representation Statement

I submit for tabling in Parliament, the 2004-2005 Departmental Performance Report (DPR) for the Department of Justice.

The document has been prepared based on the reporting principles contained in the *Guide for the Preparation of 2004-2005 Departmental Performance Reports*. It presents consistent, comprehensive, balanced and accurate information to Parliament by:



- Adhering to the specific reporting principles and requirements outlined in TBS guidelines;
- Reporting based on the Department's accountability structures as reflected by the structure of the Department's business lines;
- Providing a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it; and
- Reporting finances based on approved numbers from the Estimates and the Public Accounts in the Departmental Performance Reports (DPR).

  
**John H. Sims**  
*Deputy Minister of Justice and Deputy Attorney General of Canada*

21 Sept 05  
Date



## C. SUMMARY INFORMATION

### Raison d'être

The justice system defines and prescribes the balance between collective and individual rights and responsibilities that ensure a well-ordered society. As such it affects almost every facet of Canadians' daily lives from guiding everyday activities that ensure our safety to supporting social policies and social benefits, regulating our economy, and offering ways to resolve disputes peacefully where there are disagreements or conflicts between people, organizations, and/or governments.

As society is continually evolving, so too is the justice system. Maintaining a system that serves all Canadians is a central focus for the Department of Justice, which strives to ensure that the system remains fair, accessible and efficient as it evolves in response to social change.

### Role of the Department

The Department of Justice is headed by the Minister of Justice and the Attorney General of Canada. The responsibilities of the Minister and the Attorney General are set out in the *Department of Justice Act*. The Minister/Attorney General is responsible in whole or in part for this act and 47 other acts of Parliament: in supporting the Minister as both Attorney General and Minister of Justice, the Department of Justice fulfills three distinctive roles within the Government of Canada acting as a:

- policy department with broad responsibilities for overseeing all matters relating to the administration of justice that fall within the federal domain, including policy as it relates to criminal law, family justice, Aboriginal justice, youth justice, human rights, privacy, access to information, and official languages;

- provider of an integrated suite of legal advisory, litigation and legislative services to client departments and agencies that enable them to develop and implement the policies and programs for which they are responsible in a manner consistent and compliant with Canada's legal framework;
- central agency responsible for supporting our Minister in advising Cabinet on all legal matters including the constitutionality of government activities.

### Mission

The Department's mission is to:

- Support the Minister of Justice in working to ensure that Canada is a just and law abiding society with an accessible, efficient and fair system of justice;
- Provide high-quality legal services and counsel to the government and to client departments and agencies;
- Promote respect for rights and freedoms, the law and the Constitution.

### How the Department Benefits Canadians

The Department strives to achieve three strategic outcomes:

- A fair, relevant, accessible justice system that reflects Canadian values;
- A safer, more secure society;
- High quality legal services to support the federal government.

Figure 1 on the next page graphically portrays the Department's performance and management priorities in striving to achieve these benefits for Canadians for the reporting period from April 1, 2004 to March 31, 2005.



**Figure 1: Strategic Outcomes and Priorities**





## D. OVERALL DEPARTMENTAL PERFORMANCE

### Operating Context

#### Total Financial Resources for the Department (\$millions):

Planned Spending	Total Authorities	Actual Spending
\$1,011.1	\$1,007.2	\$943.0

#### Total Human Resources for the Department (Full Time Equivalents - FTEs)

Planned	Actual	Difference
5,017	4,989	(28)

Actual spending was \$68 million (7 percent) less than planned. The lower spending is largely attributable to the following two factors: the amount spent and recovered from client departments and agencies for the provision of legal services was almost \$40 million less than the maximum amount authorized by the Treasury Board; and the Department contributed \$23 million to the government-wide \$1-billion reallocation exercise announced in the 2003 Budget. The amount of Justice's required contribution had not yet been confirmed when planned spending figures were reported in the 2004-2005 Report on Plans and Priorities. Slower than anticipated take-up by jurisdictions on Grants and Contributions programs accounted for \$16 million of Justice's total \$23-million contribution. Operating efficiencies throughout most of the department accounted for the remaining \$7 million.

The variance between planned and actual FTE utilization is not significant given the size of the overall workforce. However, the proportionate change in spending is more pronounced than the variances in FTE utilization. This is because a significant proportion of Justice's contribution to the government-wide reallo-

cation exercise was in the form of reductions in Grants and Contributions spending, which have little impact on workforce size. In addition, there was some under-spending in non-salary related operating expenses, relative to initial plans. Therefore, only a small proportion of the underspending relative to planned spending figures actually concerns salaries.

The Department of Justice is a medium-sized department with 4,989 employees. While roughly one half of departmental staff are lawyers, there are a number of other professionals in the Department including paralegals, social scientists, program managers, communications specialists, administrative services personnel, computer services professionals and financial officers.

In addition to a national headquarters and a network of legal services units located in departments and agencies throughout the National Capital Region, the Department also provides services across the country through a network of regional offices and sub-offices. About one half of all departmental staff are located in the regional offices and sub-offices.

**Figure 2: Justice across Canada**

LOCATION	
Vancouver	520
Edmonton	329
Calgary	57
Saskatoon	146
Winnipeg	121
Whitehorse	39
Yellowknife	43
Iqaluit	24
Inuvik	3
Toronto	597
Halifax	143
Charlottetown	5
Moncton	7
St. John's	6
National Capital Region	2519
St-Hubert	4
Quebec City	4
Montreal	422
Workforce at March 31, 2005	4989

The Department's day-to-day work falls into four main areas:

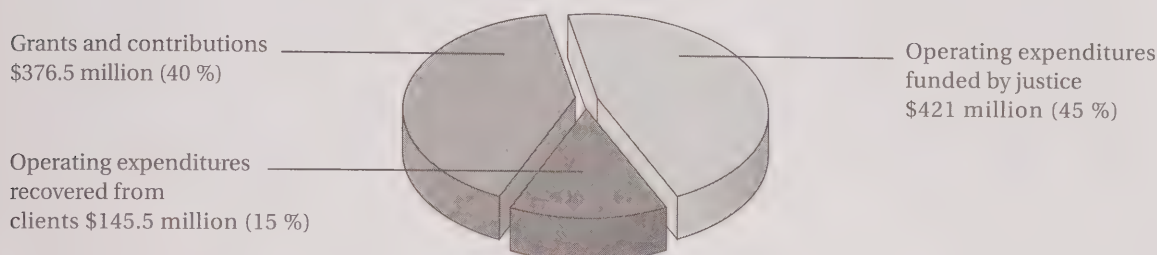
- Providing legal advice to federal departments and agencies;
- Litigating to uphold federal laws and prosecuting violations of those laws;
- Drafting and reviewing legislation and regulations in both official languages, reflecting both the common law and the civil law tradition in Canada;
- Developing policy and supporting programs in areas such as youth justice, Aboriginal justice, family justice, criminal law, privacy, human rights and official languages.

The Department carries out this work through three business lines: *Government Client Services* provides legal counsel to government, conducts prosecutions, represents the government in court and drafts legislation and regulations; *Law and Policy* develops and implements policy, related programs and legislation; and, *Administration* supports the Department's work and ensures transparency and accountability.

The Department has two types of expenditures; operating expenditures and transfer payments. Approximately 60 percent of the Department's spending is for operating expenditures. The operating expenditures are predominantly devoted to personnel and related costs (salary, training, office equipment, etc.). About 80 percent of operating expenditures are devoted to the delivery of an integrated suite of legal services to client departments and agencies. A significant portion of the operating expenditures incurred to deliver legal services (about 32 percent) is recovered from client departments and agencies. This represents approximately 15 percent of the Department's total spending.



## 2004-2005 Actual Spending by Type of Expenditure



For the most part, the Department does not deliver programs and services directly to the Canadian public. Rather, it provides funding to assist the provinces and territories in delivering justice-related programs that fall within their areas of constitutional jurisdiction. In this vein, transfer payments to provinces, territories and community-based organizations represent approximately 40 percent of the Department's total spending. Most of this funding (about 88 percent) is for two large contribution programs to support citizen access to provincial and territorial legal aid programs and to support youth justice services administered by the provinces and territories. Additionally, the Department provides a range of smaller grants and contributions to provinces, territories and community organizations to support the delivery or testing of new approaches to justice related programs and services.

The services that are delivered directly to the Canadian public are: processing of access requests filed under the Access to Information Act; the Family Orders and Agreements Enforcement Assistance services, the Central Registry of Divorce Proceedings services, and the Garnishment, Attachment and Pension Diversion Registry service.

### Factors Affecting Operating Context

There are many external and internal factors which can have major impacts on the degree

to which the Department is able to meet its commitments as stated in the 2004-2005 Report on Plans and Priorities.

### External Factors

*Safety and security:* The government has introduced security measures since the terrorist attacks of September 11, 2001 that balance the need to protect society from such attacks with respect for rights and freedoms. In addition to the demands on the Department to provide a range of legal services in this evolving area of the law, during the reporting period, the Honourable Dennis R. O'Connor, Associate Chief Justice of Ontario was appointed on February 5, 2004 to head up the Public Inquiry into the Maher Arar matter. As a result, the Department of Justice has been, and continues to be, called upon to provide legal services to support the Inquiry in meeting its fact-finding mandate.

*Globalization:* Terrorism, organized crime, cyber-crime, human trafficking and human rights violations are global issues. Similarly, international trade now has a much more complex legal dimension, while integration of the North American economy has implications for both trade and national security—all with the potential to require legal intervention. Justice Canada works with the international community and domestic partners to achieve common goals.<sup>1</sup>

*Federal-provincial-territorial (FPT) relations:*

The effectiveness of the administration of justice depends on close cooperation with provinces and territories, both in policy development and in allocating the cost of providing services to Canadians—youth justice services, legal aid, public legal education and information, family justice, and other programs to improve or maintain access to the justice system.<sup>2</sup>

*Increasing complexity and increased volume of litigation:*

Growth in crime and the major increases in federal, provincial and territorial policing resources, particularly those for the fight against organized crime, have combined to increase the volume and complexity of cases for prosecution. Rapid advances in science and technology demand parallel evolution in policy, law making, and litigation. Federal litigation has increased markedly in scale and cost, in part because of Canadians' growing tendency to turn to the courts to claim individual and collective rights in the *Charter* era.

**Government agenda:** The nature of the government agenda also has a major impact on the demand for legal services. For example, the agenda on the international front in such areas as the environment and international human rights has put pressure on the Department to develop specialized expertise in order to respond to the increased demand for services and expert advice in areas of the law that had not previously been required.

**Internal Factors**

**Planning challenges:** Litigation against the government can arise from any quarter. Court decisions may force the government to respond rapidly with legislation. Unforeseen events may demand new laws or legal measures. We must constantly anticipate and manage legal risks and respond flexibly as circumstances change, often reallocating resources quickly to meet new priorities or to deal with the ebb and flow of litigation.<sup>3</sup>

**Ongoing expenditure review:** During the reporting period, the Department of Justice contributed \$23 million to the government-wide \$1 billion reallocation exercise announced in Budget 2003. Additionally, like all federal organizations, the Department strives for greater efficiencies and effectiveness by managing existing and emerging pressures within existing resource levels. This is accomplished through periodic organizational reviews and the internal reallocation of resources to address ongoing pressures and emerging priorities.

1. During the reporting period, significant effort was devoted to providing legal advisory and litigation services in response to the challenges associated with re-opening the Canada-U.S. border after its closure as a result of an incident of mad cow disease (BSE).

2. The continual evolution of F-P-T arrangements creates new kinds of risks and thus increases demands on the Department of Justice to provide advisory services to client departments on the potential risks and the range of appropriate mitigation strategies to minimize those risks.

3. The Department is currently handling about 49,000 civil litigation files in various areas of law. Some of the most pressing areas during the reporting period included equality rights with regard to the definition of civil marriage, jurisdictional issues associated with access to parental benefits, Charter challenges to Canada's immigration policies, and potential landmark cases on Aboriginal rights and title.



### Participatory Justice: Working with Partners

We work with others in the justice system, including non-governmental and community-based organizations to generate innovative, cost-effective ways of delivering services that improve access to the justice system and keep it relevant and responsive in a diverse society. Similarly, we work with federal departments and agencies in areas such as safety and security and Aboriginal justice to help achieve national policy objectives. At the same time, we are managing a fine balance between priorities and diverse responsibilities. Some of our key partners include:

- Parliamentarians;
- Approximately 50 federal departments and agencies (Justice refers to federal departments and agencies as “clients” for ease of understanding, however, it is important to note that all work is done on behalf of the Crown, not a specific branch of the Government of Canada);
- Provinces and Territories with which the Department has shared jurisdiction over the legal system and to which funds are transferred for youth justice, legal aid and other programs;
- Canadian public, including non-governmental and community-based organizations;
- The judiciary, the bar and the research community; and
- Foreign governments and international organizations, directly and in conjunction with Foreign Affairs Canada.

## DEPARTMENT OF JUSTICE EFFORTS AIMED AT IMPROVED REPORTING TO PARLIAMENT

Recent reviews by the Office of the Auditor General and the Treasury Board Secretariat raised concerns about the Government of Canada's performance planning, measurement, reporting and management. Many government agencies, including the Department of Justice, need to develop a stronger capacity to monitor, track and report on outcomes and results.

A significant commitment has been made by the Department to address these gaps in the near-to-medium term. The Department has identified this as part of its corporate priorities and has adjusted its organizational structure and its resources to focus on this area. This year, the Department has embarked on the following initiatives:

- An evolving approach to legal risk management (see Section II)
- Development of a capacity to integrate planning and accountability;
- Self-assessments of our capacity and progress in collecting and using performance information to report on priorities and commitments.

On this latter initiative, the Department has adapted the criteria and rating levels tool from the Canada Revenue Agency (CRA) in order to provide senior management and stakeholders with a clear assessment of where the Department stands on each commitment outlined in the 2004-2005 RPP, and in terms of progress in the transition from managing by activities to managing for results. The CRA tool was chosen for its clarity and simplicity in providing the reader with a summary of the Department's performance. The scale is defined below.



## An Approach to Self-Assessment

Assessing Our Performance	
<b>Met</b>	Our performance met our expectations
<b>Mostly met</b>	Our performance met most of our expectations
<b>Not met</b>	Our performance did not meet most or key expectations
<b>Unable to assess</b>	Unable to assess our performance

Assessing Data Quality	
<b>Good</b>	Performance rating based on management judgment supported by a broad mix of quantitative and qualitative information obtained from reliable sources or methods.
<b>Reasonable</b>	Performance rating based on management judgment supported, in most cases, by a mix of quantitative and/or qualitative information (including management estimates) obtained from reliable sources or methods.
<b>Needs Improvement</b>	Performance rating based on management judgment supported by predominantly qualitative information from informal sources or methods. Significant gaps in robustness of performance information.
<b>Unable to assess</b>	Validity of measures is being reviewed. May not be the best indicator of performance

Readers of this report should note that Justice Canada is in a developmental stage of performance measurement and reporting and the Department's capacity at this time is mostly limited to the collection of information about inputs, outputs and, in a few cases, short term outcomes. The Department expects that the full transition to an integrated risk and results-based management approach will take three-to-five years to complete.

### Justice Canada's Performance Summary

On the following pages, Figure 4 summarizes the Department's performance against commitments outlined in the 2004-2005 Report on Policies and Priorities. Figure 5 illustrates the links between the Department's priorities and those outlined in Canada's 2004 Performance Report.



**Figure 4: Summary of Performance in Relationship to Departmental Strategic Outcomes, Priorities and Commitments**

Strategic Outcome	2009-2010 Priorities and Commitments	Type	Planned	Actual	Results
<b>Strategic Outcome #1</b> – A Fair, Relevant, Accessible Justice System that Reflects Canadian Values	Priority 1: Promoting access to and efficiencies in the justice system	Ongoing	\$155.3 M	\$150.7M	Mostly met
	Priority 2: Protecting children, youth and vulnerable people under the law and within the justice system	Ongoing	\$246.7M	\$228.7M	Mostly met
	Priority 3: Addressing the needs of Aboriginal people in the justice system	Ongoing	\$14.9M	\$14.4M	Met
	Other		\$15.9M	\$22.3M	***
	<b>Sub-total</b>		<b>\$432.8M</b>	<b>\$416.1M</b>	
<b>Strategic Outcome #2</b> – A Safer, More Secure Society	Priority 4: Combating high tech crime, organized crime and terrorism	Ongoing	\$32.5M	\$35.2M	Mostly met
	Priority 5: Modernizing the criminal law	Ongoing	\$3.0M	\$2.5M	Mostly met
	Priority 6: Improving capacity to respond to international requests and transnational crime	Ongoing	\$7.5M	\$7.7M	Mostly met
	Other: Drug and Regulatory Prosecutions		\$52.1M	\$59.4M	***
	Other: Federal Prosecution Service administration and other		\$13.1M	\$10.9M	***
	<b>Sub-total</b>		<b>\$108.2M</b>	<b>\$115.7M</b>	
<b>Strategic Outcome #3</b> – High-Quality Legal Services to support the Federal Govt.	Shared priority: Supporting our clients with high quality legal services	Ongoing	\$23.6M	\$23.8M	Mostly met
	Legislative Services	Ongoing	\$15.5M	\$22.6M	Mostly met
	Civil Litigation and Public law	Ongoing	\$51.1M	\$44.0M	Mostly met
	Tax Law Portfolio	Ongoing	\$29.4M	\$33.5M	Mostly met
	Citizenship, Immigration and Public Safety Portfolio	Ongoing	\$85.5M	\$74.0M	Mostly met
	Aboriginal Affairs Portfolio	Ongoing	\$141.9M	\$93.5M	Mostly met
	Business and Regulatory Law Portfolio	Ongoing	\$13.4M	\$9.2M	Mostly met
	Central Agencies Portfolio	Ongoing	\$32.9M	\$42.8M	Mostly met
	Administration Portfolio	Ongoing	\$1.5M	\$2.0M	Mostly met
	Other	Ongoing	\$394.8M	\$345.4M	Mostly met
	<b>Sub-total of all four shared priorities: a) Supporting our clients with high quality legal services; b) Establishing a sustainable funding strategy for legal services; c) Improving performance measurement; d) Managing legal risk</b>				
<b>Total Spending across all Strategic Outcomes</b>					
			<b>\$935.8M</b>	<b>\$877.2M</b>	
<b>Enablers</b>	Departmental Management and Support		\$23.2M	\$10.4M	***
	Corporate Services and Communications		\$52.1M	\$55.4M	***
	<b>Sub-total</b>		<b>\$75.3M</b>	<b>\$65.8M</b>	
<b>Total Spending</b>			<b>\$1,011.1M</b>	<b>\$943.0M</b>	

\*\*\*Note: These elements are not assessed by the performance rating criteria for this reporting period. However, performance measures will be established for these as part of the continuing refinement of the MRRS.

**Figure 5: Canada's Performance Report (CPR) – DOJ's contribution**

Canada's Performance Report 2004	Department of Justice	
	Org. Unit	Strategic Outcome and Priority
<p><b>Inclusive Society That Promotes Diversity:</b></p> <p>"The federal government contributes to strengthening diversity by developing policies with respect to multiculturalism and human rights to help combat discrimination based on colour, age, religion or gender."</p>	<ul style="list-style-type: none"> <li>• Legal Aid</li> <li>• Civil Litigation</li> <li>• Legislative Services</li> <li>• Official Languages</li> <li>• Public Legal Education and Information</li> </ul>	<p><b>Strategic Outcome 1:</b> A fair, relevant, accessible justice system that reflects Canadian values.  <i>Priority 1:</i> Promoting access to and efficiencies in the justice system.  <i>Priority 2:</i> Protecting children, youth and vulnerable people under the law and within the justice system.</p> <p><b>Strategic Outcome 2:</b> A safer, more secure society.  <i>Priority 4:</i> Combating high-tech and organized crime and terrorism.  <i>Priority 6:</i> Improving our capacity to respond to international requests and transnational crime.</p> <p><b>Strategic Outcome 3:</b> High quality legal services to support the federal government.  <i>Priority 7:</i> Supporting our clients with high quality legal services.</p>
<p><b>A Vibrant Canadian Culture and Heritage:</b></p> <p>"The federal government promotes Canadian culture, arts and heritage both domestically and internationally."</p> <p>"The Office of the Commissioner of Official Languages will encourage government institutions subject to the Act to respect the equality of English and French and to promote both official languages in Canadian society"</p>	<ul style="list-style-type: none"> <li>• Official Languages</li> </ul>	<p><b>Strategic Outcome 1:</b> A fair, relevant, accessible justice system that reflects Canadian values.  <i>Priority 1:</i> Promoting access to and efficiencies in the justice system.</p>
<p><b>Safe and Secure Communities:</b></p> <p>"Safety and security are fundamental to the enjoyment of a high quality of life for Canadians, and both represent key government priorities. Federal initiatives in these areas include policies, programs and legislation to provide secure and supportive housing, protect children and families, reduce crime rates, and defend Canada against crises and emergencies such as terrorism, organized crime, security threats and natural disasters."</p>	<ul style="list-style-type: none"> <li>• Criminal Law Policy (CLP)</li> <li>• Family, Children and Youth – Family Violence Initiative</li> <li>• Policy Centre for Victim Issues (PCVI)</li> <li>• Official Languages</li> </ul>	<p><b>Strategic Outcome 1:</b> A fair, relevant, accessible justice system that reflects Canadian values.  <i>Priority 1:</i> Promoting access to and efficiencies in the justice system.  <i>Priority 2:</i> Protecting children, youth and vulnerable people under the law and within the justice system.</p> <p><b>Strategic Outcome 2:</b> A safer, more secure society.  <i>Priority 4:</i> Combating high tech and organized crime and terror.</p>



<p><b>A Secure and Fair Marketplace:</b></p> <p>“In Budget 2005 the Government of Canada committed to build continuous improvement to the regulatory system, making it more transparent, accountable and adaptable to new technologies and changing public priorities.”</p>	<ul style="list-style-type: none"> <li>• Business and Regulatory</li> <li>• Tax Law Services</li> <li>• FPS</li> <li>• Legislative Services</li> </ul>	<p><b>Strategic Outcome 2:</b> A safer, more secure society.  <i>Priority 6:</i> Improving our capacity to respond to international requests and transnational crime.</p> <p><b>Strategic Outcome 3:</b> High-quality legal services to support the federal government.  <i>Priority 7:</i> Supporting our clients with high-quality legal services.</p>
<p><b>A Safe and Secure World:</b></p> <p>“The Government of Canada is actively engaged with the UN, NATO, our allies and Interpol among other international partners for the long-term outcome of creating a safer, more secure world based on the rule of law and the respect for human rights.”</p>	<ul style="list-style-type: none"> <li>• FPS</li> <li>• DLSU – CIPS</li> <li>• Public Law</li> </ul>	<p><b>Strategic Outcome 2:</b> A safer, more secure society.  <i>Priority 4:</i> Combating high-tech and organized crime and terrorism.  <i>Priority 6:</i> Improving our capacity to respond to international requests and transnational crime.</p> <p><b>Strategic Outcome 3:</b> High quality legal services to support the federal government.  <i>Priority 7:</i> Supporting our clients with high quality legal services.</p>
<p><b>Aboriginal Peoples:</b></p> <p>“On April 19, 2004, Prime Minister Paul Martin opened the first-ever Canada-Aboriginal Peoples Roundtable (...) the Government of Canada committed to: disclose federal spending on programming for Aboriginal peoples in Canada for 2004/05; list program objectives and break down program information amongst departments and by Aboriginal group where possible.”</p> <p>“The Government of Canada is working with Aboriginal communities to develop their capacity to prevent crime and use restorative justice processes.”</p> <p>“The Government of Canada is also working in partnership with Aboriginal communities to draw on traditional Aboriginal justice practices that have generally taken a holistic approach emphasizing healing and the importance of community involvement in the justice process.”</p>	<ul style="list-style-type: none"> <li>• Aboriginal Justice Services(AJS)</li> <li>• Youth Justice (YJ)</li> <li>• Aboriginal Court-worker (ACW)</li> <li>• PCVI</li> </ul>	<p><b>Strategic Outcome 1:</b> A fair, relevant, accessible justice system that reflects Canadian values.  <i>Priority 2:</i> Protecting children, youth and vulnerable people under the law and within the justice system.  <i>Priority 3:</i> Addressing the needs of Aboriginal people in the justice system.</p>



## Section II – Analysis by Strategic Outcome

The Department's work focused on achieving three outcomes for Canadians:

- A fair, accessible justice system that reflects Canadian values;
- A safer, more secure society;
- High-quality legal services to support the federal government.

### A. A FAIR, RELEVANT, ACCESSIBLE JUSTICE SYSTEM THAT REFLECTS CANADIAN VALUES

#### 2004-2005 Actual vs. Spending for Strategic Outcome (\$ millions)<sup>4</sup>:

Planned Spending	Actual Spending
\$432.8M	\$416.1M

#### Part A: Strategic Overview

The administration of justice is an area of shared jurisdiction with the provinces and territories. Canada is a large and diverse country, and the factors influencing the administration of justice vary from region to region. Within this structure, the federal government is responsible for developing policies and laws to ensure a national framework. For example, in the area of criminal law, the federal government develops policy on criminal law and ensures that criminal law and procedure are consistent across the

country. The provinces in turn are responsible for the day-to-day administration of the criminal law.

Given the constitutional division of powers, it is not surprising that justice system participants sometimes see their roles and responsibilities as separate from, or independent of, those of other participants, making it a challenge to promote a national system that functions in a concerted, collaborative way. Moreover, given that the issues in this area are often broad and complex, ranging far beyond simply justice system issues, they require sustained commitment and cooperation on the part of federal, provincial and territorial participants with a broad array of interests.

Canadians rely on the justice system to provide an independent forum for resolving disputes; they expect the system to be accessible, fair and relevant. To meet these expectations, the Department has three key priorities.

#### Priority 1: Promoting Access to and Efficiencies in the Justice System

#### Total Financial Resources for the Priority (\$millions)<sup>5</sup>:

Planned Spending	Actual Spending
\$155.3	\$150.7

The Department provides funding support to provinces and territories for several programs to improve access to the justice system. The largest of these (in dollar terms) is legal aid, which is available to people involved in serious criminal matters who are economically disadvantaged and to young people in matters

4. Actual was \$16.7 million less than planned - savings from slower than anticipated take-up by jurisdictions in program areas, most notably Youth Justice, together with reductions in operating costs were redirected to the \$1 -billion government-wide reallocation exercise announced in the 2003 Budget. Additional savings are attributable to delays encountered with the implementation of the Drug Treatment Courts and the refinement of the *Divorce Act*.

5. Actual spending was \$4.6 million (or three percent) less than had been planned - slower than anticipated take-up by jurisdictions in the area of Contraventions and reductions in operating costs were redirected to the \$1 -billion government-wide exercise announced in the 2003 Budget. Additional savings are attributable to delays that were encountered with the implementation of the Drug Treatment Courts.



related to the *Youth Criminal Justice Act*. We also work closely with provinces and territories to develop policy in this field.

Access to the justice system depends in part on people's knowledge of their rights and responsibilities. The Department funds organizations in each province and territory to provide public legal education and information to help Canadians understand their justice-related rights and responsibilities and new developments in the justice system (for example, guidelines for calculating child support, the rights of victims of crime, community resources to deal with family violence, programs related to youth justice). Another means of making the justice system more accessible is to ensure that all Canadians have access in the official language of their choice where provided for by law.

As criminal cases grow in number and complexity, they affect the costs and timeliness of the justice system. Focus is therefore placed on improving efficiency of the justice system without compromising its essential fairness and accessibility.

## Commitments

- Legal aid services provided to economically disadvantaged persons in serious criminal matters
- Innovative approaches to address the unmet need for criminal legal aid
- Increased understanding of the justice system by Canadians
- A justice system accessible to Canadians in both official languages where provided for by law
- Improve efficiency in the justice system without compromising fairness and accessibility

## Performance Results

### Legal Aid

As part of activities promoting access to the justice system, the Department provided \$131.0 million in funding through contribution agreements for legal aid in all 13 jurisdictions. These contribution agreements helped to maintain legal aid programs throughout Canada. In 2003-2004 (the latest year for which data is available), 244,765 full-service legal aid applications in criminal matters were approved in Canada and an additional 1.03 million in in-court duty counsel services was provided through provincial and territorial legal aid programs.

Through the *Legal Aid Investment Fund*, the Department provided \$25 million in contribution funding to help increase access to legal aid services, particularly at the "front end" of the criminal justice system. During the reporting period, more than 100 initiatives were funded across the country. Almost three quarters of the projects (73 percent) were aimed at meeting four of the Investment Fund priorities: early access to legal aid services, 28.4 percent; service diversification, 22.5 percent; Aboriginal people, 13.7 percent; and special needs, 8.8 percent. Each of the territories implemented at least one civil legal aid project. Nearly half of the projects with an official language component are linked with other Investment Fund priorities (e.g., bilingual Brydges duty counsel; call centre that serves people in multiple languages, including both official languages).

The Department provided \$1.2 million in contribution funding for 12 pilot projects through the Pilot Project Fund. These projects targeted increased or improved legal aid service delivery in immigration and refugee, poverty and family law matters.



## Increased Understanding of the Justice System

Public Legal Education and Information (PLEI) activities provide citizens with the legal information they need to make informed decisions and participate effectively in the justice system. The Department provided contribution funding totaling \$1.03 million to a designated PLEI organization in each province. In the territories, PLEI funding is delivered through the Access to Justice Agreements<sup>6</sup>. In addition, the Department also provides project funding to qualifying non-governmental organizations to develop and deliver information activities and tools in support of various programs within the Department, including: the Victims Fund, the Family Violence Initiative, the Youth Justice Renewal Fund, the Child-centred Family Justice Fund, the Aboriginal Justice Strategy and the Access to Justice in Both Official Languages Support Fund.

## Accessibility in Both Official Languages

The Department supports a formal mechanism for ensuring broad consultation with official languages minority communities and the provinces and territories.<sup>7</sup> Additionally, the Department provides \$2.9 million in contribution funding for a range of projects including: jurilinguistic training for court personnel and judges, professional development for bilingual crown prosecutors, core funding for

Associations de juristes d'expression française de common law in six provinces and the creation of tools such as english components of the Web Site of Éducaloi, the Quebec Public Legal Education and Information organization.

As well, through use of the *Contraventions Act Fund*, work was undertaken to increase the capacity to offer judicial and extra-judicial services relating to the prosecution of federal contraventions in both official languages through signed contribution agreements and the regulatory amendments that recognize language rights.

On another front, the Department is continuing its work to ensure that all federal statutes and regulations are readily accessible to the Canadian public. During 2004-2005, the Legislative Services Branch continued to implement the Legislative Information Management System (LIMS) project, which, when complete, will provide the architecture and capacity for the seamless movement of draft legislative bills and regulations from the Department to Parliament and the *Canada Gazette* and to the Internet. This will enhance the public's access in real time to the laws of Canada.

6. The organizations do not give legal advice; rather, they only provide and distribute information or referrals about various aspects of the law so that people can make informed justice-related decisions.

7. The Commissioner of Official Languages commented on our progress in its 2004-2005 Annual Report to Parliament, noting that Justice Canada continues to make progress, has made use of its Access to Justice in both Official Languages Support Fund, and has set up a consultation process. (From the 2004-2005 Annual Report, Commissioner of Official Languages, volume II, page 5).

While the Department's efforts are still in the early stages, other positive feedback has been received. A survey by the Fédération des communautés francophones et acadiennes, which was part of the formative evaluation of the Federal Action Plan for Official languages [as of March 31<sup>st</sup>, 2005] concluded that 75 percent of the respondents found that access to justice in both official languages had improved in at least five provinces.

The Department also provides contribution funding to legal groups to enhance citizens' access to justice in both official languages. For example, in 2004-2005, the Department provided base funding for six provincial associations of francophone lawyers, and their federation, totalling \$600,000. The Department also entered into 40 funding agreements with non governmental organisations, universities as well as provincial governments to implement new approaches so as to improve access to justice in both official languages.



### **Improved Efficiency in the Justice System**

In 2003, the Steering Committee on Justice Efficiencies and Access to the Justice System was established, comprising representatives from the provinces, the judiciary and the bar. During 2004-2005, the Committee continued

its work to make progress on a number of key issues affecting all jurisdictions, including:

- examination of mega-trials
- early consideration and resolution of cases
- management of cases going to trial
- review of the bail regime;
- increasing remand population

### **Overall Assessment: Priority 1 – Promoting Access to and Efficiencies in the Justice System**

The long-term expected outcomes for this priority are to produce a more accessible justice system and to improve legal aid services. These goals are not appropriately assessed by short-term, single measures and will be addressed as part of the Department's evaluation strategy over the next three years.



Assessment of Performance	
Anticipated Result	Performance rating
More legal aid services provided to economically disadvantaged persons in serious crimes	Mostly met
Innovative approaches to address unmet need for criminal legal aid	Met
Increased public understanding of the justice system	Mostly met
Accessibility in both official languages	Met
	Met
	Met
Overall assessment of Priority	Mostly met

Assessment of Data Quality	
Performance Indicator	Rating
# of people provided criminal legal aid services	Reasonable  Performance data limited primarily to inputs and outputs
Innovative projects/ research studies inform long-term aid strategy	Reasonable  Some exploratory data being collected to track impacts. Need for greater variety of data and the identification of performance targets
# of Canadians who report access to clear information about relevant aspects of Justice system	Needs Improvement  Performance assessment is limited to tracking inputs and activities. The proposed measure itself was not tracked.
Nature of services and products offered in minority language	Good  Some exploratory data being collected to track impacts and horizontal linkages. Need for identification of targets.
Degree of consideration of community needs in implementing policies, program and services	
Level of consultation with official language minority communities in developing policies and programs	
	Reasonable  Performance information limited primarily to inputs, activities and outputs with some tracking of selected impacts. Need for broader blend of measures and identification of performance targets



## Priority 2: Protecting Children, Youth and Vulnerable People Under the Law and Within the Justice System

### Total Financial Resources for the Priority (\$millions)<sup>8</sup>:

Planned Spending	Actual Spending
\$246.7	\$228.7

There are significant challenges in working to protect children, youth and vulnerable people under the law, and within the justice system. For example, crimes against these groups tend to be hidden – often going undetected and unreported. Protecting children and youth from all forms of exploitation continues to be a high priority, both domestically and internationally. Children and youth who are victims of exploitation or other crimes may also find themselves in conflict with the law at some point. Strategies are needed to protect their rights whatever their situation. In addition, the interests of vulnerable persons, such as those with mental disabilities, who become involved in the justice system as accused, victims or witnesses need to be addressed.

### Commitments

- More effective legal framework for the investigation and prosecution of cases involving the exploitation of children and vulnerable groups
- Reduced victimization of children and vulnerable groups
- Reduced secondary victimization of children and vulnerable groups by the justice system

### Performance Results

#### *More Effective Legal Framework Dealing with Exploitation of Children and Vulnerable Groups*

Bill C-2, *An Act to Amend the Criminal Code, Protection of Children and Other Vulnerable Persons, and the Canada Evidence Act*, was introduced on October 18, 2004 (obtained Royal Assent July 2005). It proposes criminal law reforms in five key areas:

- Enhancing **child pornography** prohibitions, including broadening the definition, increasing maximum penalties, and providing a new, clearer and narrower two-part, harms-based “legitimate purpose” defence;
- Providing increased protection to youth (between 14 and 18 years of age) against **sexual exploitation**;
- Increasing **penalties for offences against children** involving abuse, neglect and sexual exploitation to ensure that they better reflect the serious nature of such conduct;
- **Facilitating testimony by child and other vulnerable victims/witnesses** to ensure that all child victims/witnesses under the age of 18 can benefit from the use of testimonial aids and other measures unless it would interfere with the proper administration of justice. It also proposes to allow children under 14 to give their evidence if they are able to understand and respond to questions, without the need for a competency hearing;
- **Creating new voyeurism offences** to protect against the surreptitious viewing or recording of persons in specific circumstances that give rise to a reasonable expectation of privacy.

8. Actual spending was \$18 million (or seven percent) less than had been planned. Savings from slower than anticipated take-up by jurisdictions in Youth Justice programs and reductions in operating costs were redirected to the government-wide reallocation exercise. Additional savings were attributable to delays encountered in the implementation of some activities related to refining the *Divorce Act*.

Bill C-2 supports the federal government's broader response to sexual exploitation. On May 12, 2004, the National Strategy to protect children from sexual exploitation on the Internet was launched by the Deputy Prime Minister and Minister of Public Safety and Emergency Preparedness. The Government of Canada has committed more than \$42 million over the next five years to expand the RCMP's national co-ordination centre (NCECC), to provide law enforcement with better tools and resources to investigate Internet-based child exploitation, to provide better public education and reporting, and to build stronger partnerships among governments, industry and other stakeholders. This will be accomplished by enhancing Industry Canada's SchoolNet program and by expanding Cybertip.ca, launched January 24, 2005, as a national non-governmental 24/7 tip line for reporting the sexual exploitation of children on the Internet.

The Department has also been actively involved in developing options for legislative reform and non-legislative approaches for persons who are permanently unfit to stand trial, have limited cognitive capacity because of fetal alcohol syndrome, or are unfit at the time of sentencing.

Bill C-10, *An Act to Amend the Criminal Code (mental disorder)* was introduced on October 8, 2004, and received Royal Assent in May 2005.

The reforms include:

- new powers for review boards to ensure that they have the essential information to determine whether a mentally disordered accused should be released, detained or supervised with conditions;
- more options for the police when an arrest is made for breach of a disposition;
- streamlined transfer provisions;
- additional safeguards for the permanently unfit accused including an ability for the court to order a judicial stay of proceedings;
- the repeal of the unproclaimed provisions of the 1992 Act.

### **Reduced Victimization of Children and Vulnerable Groups**

In the area of family violence, 14 funding arrangements were signed with non-governmental organizations with a view to improving the justice system's response to family violence. The funding arrangements are designed to test new approaches in how best to address the issue of family violence and to address the needs of victims of family violence. The Family Violence Initiative links with other departmental programs where warranted to ensure that the results of the projects can contribute to policy development across the Department.

As well, the Department was working with an Inter-governmental Working Group on Trafficking in Persons and as a result of this work, Bill C-49, *An Act to Amend the Criminal Code (trafficking in persons)*, was introduced in May 2005. This legislation will create three new indictable offences:

- "trafficking in persons," prohibiting anyone from engaging in specified acts for the purpose of exploiting or facilitating the exploitation of that person (maximum penalty: life where it involves the kidnapping, aggravated assault or aggravated sexual assault or death of the victim and 14 years in any other case);



- an offence prohibiting anyone from receiving a financial or other material benefit for the purpose of committing or facilitating the trafficking of a person (maximum penalty: 10 years);
- an offence prohibiting the withholding or destruction of documents – such as a victim's travel documents or documents establishing their identity – for the purpose of committing or facilitating the trafficking of that person (maximum penalty: five years).

Bill C-49 is a first concrete step in the federal anti-trafficking strategy.<sup>9</sup>

### Reduced “Secondary” Victimization of Children and Vulnerable Groups

Secondary victimization refers to the trauma associated with contact with the justice system by victims of crime. One of the Department's key initiatives to address secondary victimization is the Victims of Crime Initiative, which was launched in 2000 with a five-year mandate (2000-2005), ending March 31, 2005. During the reporting period, the initiative engaged in a number of key activities, including the following:

- playing a key role in the development of reform options to facilitate the participation of young victims and witnesses in the court process and to facilitate the provision of a child's testimony (Bill C-2);

- playing a key role in the development of Bill-C10 – *An Act to Amend the Criminal Code (mental disorder)* which includes provisions to provide a greater role for victims at review board hearings;
- hosting a consultation on the creation of a National Advisory Committee on Victim Issues;
- completing a multi-site study of victim and service providers and distributing the research reports and other resources to over 2,500 recipients;
- finalizing a resource manual and distributing to Crown Witness Coordinators in the North;
- completing a summative evaluation.

The results of a summative evaluation (*September 2004*) revealed that the initiative was successful in meeting its goals and objectives. Some of the positive outcomes identified include the policy and legislative mechanisms (e.g. the FPT Working Group, research and policy activities) and project funding, which has increased access to services, enhanced capacity among service providers, created more awareness about the rights, needs and services available to victims of crime, and led to more participation in the criminal justice system.<sup>10</sup>

In December 2004, the mandate of the initiative was renewed on a permanent basis. In addition to current activities, the renewal allowed the initiative to implement some of the recommendations of the 2004-2005 evaluation, conduct consultations, and research and identify and address emerging issues.

9. Other recent Justice-funded anti-trafficking measures include: training seminar on trafficking for police, prosecutors, immigration, customs and consular officials, co-hosted by the Department of Justice and the International Organization for Migration in March 2004; trafficking forum, hosted by the Canadian Ethnocultural Council, the Minister of Justice and the Secretary of State responsible for Status of Women of Canada (SWC) in March 2004; meeting of federal government policy makers, non-governmental organizations and academics from across Canada in March 2004 to discuss various elements of the federal strategy currently under development, development and distribution of an anti-trafficking pamphlet (available in 14 languages) to Canadian missions and NGOs abroad; development and distribution of Government of Canada anti-trafficking poster through police stations, victim services, community centres, refugee and immigrant centres across Canada; development of a joint U.S.- Canada threat assessment on trafficking for the Cross-Border Crime Forum.

10. The results also indicated that complete success is not possible in five or ten years and that continued funding was necessary; stakeholders were unanimous in identifying a continued need for the initiative. They noted among other things that the initiative profiles victims' issues at the federal level in the development of legislation and that it functions as a coordinating body for the sharing of information, which is seen as essential. One of the key recommendations from the evaluation focused on the need to develop more specific and measurable objectives. The evaluation also recommended that the Victims Fund be revised to increase flexibility for applicants (particularly where capacity is needed and where victimization rates are greatest) and to make funding available for longer periods of time and in greater amounts.



## Other Departmental Activities in Support of the Priority

Although not identified as specific commitments under the priority in the 2004-2005 Report on Plans and Priorities, the Department worked on a number of other key activities.

For example, the Department has worked on the implementation of a Child-Centred Family Law Strategy for the period 2003-2004 through 2004-2005. The Strategy is intended to achieve three core objectives: decisions on custody and support arrangement to be tailored to the individual needs of children; timely resolution of family law matters; and, increased compliance with parenting arrangements and child support obligations.

Work has progressed on funding for family justice services, the development of public legal education and information material, improvements to the legislative reform package, and policy development in various areas including work on inter-jurisdictional issues both nationally and internationally. A Results-

based Management Accountability Framework (RMAF) has been completed that identifies the objectives of the Strategy and details how it will be evaluated for success.

Another area of significant work during the reporting period involved youth justice. Since the coming into force of the *Youth Criminal Justice Act* (YCJA), a greater emphasis has been placed on monitoring the impact of the Youth Justice Renewal Initiative with respect to the achievement of set policy objectives. A number of research and monitoring activities have been initiated in the past two years. During 2004-2005, the Department started drafting the "2005 Annual Statement on the *Youth Criminal Justice Act*" which provides information about the operation of the youth justice system under the *Youth Criminal Justice Act*. The executive summary is available online at <http://canada.justice.gc.ca/en/ps/yj/statement/execsum.html>



## Overall Assessment:<sup>11</sup> Priority 2: Protecting Children, Youth and Vulnerable People under the Law and within the Justice System

Assessment of Performance		Assessment of Data Quality	
Anticipated Result	Performance rating	Performance Indicator	Rating
More effective legal framework for the investigation and prosecution of cases involving the exploitation of children and vulnerable groups	Mostly met	# and types of legislative or other enhancements made and extent to which they are used	Good  Performance information primarily limited to inputs and outputs, and in some instances supplemented with results of evaluation studies.
	Mostly met	Number and nature of <i>Criminal Code</i> amendments and extent of acceptance by criminal justice system partners	Reasonable  Performance information primarily limited to inputs and outputs.
	Unable to assess	Number of <i>Charter</i> challenges	Unable to assess  These performance measures were not systematically tracked. There may also be a need to review the validity of the proposed measures.
	Unable to Assess	Outcomes of <i>Charter</i> challenges	
Overall assessment of Priority 2	Mostly met		Reasonable

11. The long-term expected outcomes for this priority are to reduce the victimization and re-victimization of children and vulnerable groups. Due to the fact that these goals are long-term, complex and subject to a wide range of outside influences, they are not appropriately assessed by short-term, single measures such as the number of reported offences or the number of reports of re-victimization. They have been addressed through evaluations (*2004 Victims of Crime Study*) and will continue to be addressed as part of the Department's evaluation strategy over the next three years.



### Priority 3: Addressing the Needs of Aboriginal People in the Justice System.

Total Financial Resources for the Priority (\$millions):<sup>12</sup>

Planned Spending	Actual Spending
\$14.9	\$14.4

Addressing the needs of Aboriginal people presents numerous challenges, in that their relationship with institutions, including the justice system, is shaped by an historical context. Furthermore, Aboriginal people are not a homogeneous group with a single set of interests and concerns. Finally, the socio-economic circumstances of many Aboriginal people present challenges in promoting a fairer and more effective justice system.

The Government of Canada continues to place a high priority on improving the interaction between Aboriginal people and the justice system. When Aboriginal people come into contact with the justice system as victims or accused, their needs – related to their culture, economic position and social circumstances – must be taken into account to make the system fairer and more effective for them.

Departmental activities in support of this priority include the Aboriginal Justice Strategy (AJS) and a grants and contributions program for community agencies working with Aboriginal people involved in the criminal justice system. Several other programs address needs and concerns specific to Aboriginal people through their policy development, funding priorities,

or client target groups. These programs include Legal Aid, the Aboriginal Courtworker Program, the Crown Witness Coordinators in the Northern Territories, the Policy Centre for Victim Issues and the Youth Justice policy unit.

### Commitments

- Increased awareness among justice system practitioners of Aboriginal justice issues
- Justice system is more responsive to the needs of Aboriginal people
- Reduced victimization, crime and incarceration among Aboriginal people

### Performance Results

#### *Increased Awareness of Aboriginal Justice Issues*

In early 2004 the Aboriginal Justice Directorate began data collection for a mid-term evaluation of the current AJS. Preliminary findings suggest greater mainstream justice system awareness and recognition; greater ownership, control and involvement in community justice; more networking and information exchange; and more resource sharing with other community services.

#### *Justice System More Responsive to Needs of Aboriginal People*

In 2004-2005, the Aboriginal Justice Strategy committed \$6.6 million in contribution funding to 85 community-based justice projects in all 13 provinces and territories. The funded projects provided services to 451 communities. By comparison, in 1996-1997 (its first year of operation), the Strategy provided funds to 26 community-based justice projects in six provinces and one territory.<sup>13</sup>

12. Actual spending was generally in line with planned spending.

13. In 1996-1997, 20 of 26 community-based justice projects funded by the Strategy reported that they had links with other social and justice agencies in their communities. In 2004-2005, all 54 of the community-based justice projects that had provided annual activity reports to the Aboriginal Justice Directorate by June 27, 2005, reported their links to other community agencies in detail. In 1996-1997, the 26 community-based projects funded by the Strategy reported 798 referrals from the mainstream justice system, an average of 31 referrals per program. These figures include pre- and post-charge diversion, cases referred to communities for sentencing circles, and family mediation and child welfare cases referred to alternative community programs. In 2004-2005, the number of referrals had grown to 5,548 for the 54 Strategy projects that had provided annual activity reports by June 27, 2005 - an average of 103 per project.

## Responding to the Needs of Aboriginal Peoples: Focus on the North

In the three territories, the Federal Prosecution Service (FPS) undertakes the same functions that provincial attorneys general do in the provinces. As a result, the FPS is more directly involved in helping ensure that the justice system is responsive to the needs of Aboriginal people in the North. The FPS is carrying out a number of key ongoing initiatives aimed at promoting greater cooperation between prosecutors and community justice committees and agencies, having greater use of alternatives to prosecution and custodial sentences, and promoting awareness and full use of options under the *Youth Criminal Justice Act* (e.g., use of diversion and non-custodial sentence options).

*Yukon Regional Office:* Through the use of the Youth Justice Panel in Whitehorse, the Crown has been involved in the post-charge diversion of youth charges. The result has been a reduced number of youth files proceeding to trial.

*NWT Regional Office:* The NWT office collaborated with NWT officials to revise diversion protocols governing pre-charge diversion to justice committees. Progress has been made in developing a model using mediation to address diversion needs of communities that do not have justice committees. This will expand the availability of diversion to the smallest communities which to date have not been able to benefit from it.

*Nunavut Regional Office:* In May 2004 the Nunavut office signed a diversion protocol with the Government of Nunavut, the RCMP and 11 of 26 community justice committees. The purpose is to expand the range of justice services in the community, to promote community participation in justice programs, preserve traditional Inuit values, and encourage a holistic approach to social and justice problems. Prosecutors in Nunavut continue their practice of meeting with justice committees, which usually involves travelling to the community on the weekend before the circuit court arrives and meeting with community groups in the evenings and on weekends. As well, in March 2005, federal prosecutors provided legal education to all 26 community justice committees on the *Youth Criminal Justice Act*.

In addition to the above regionally specific activities, the Northern Region's Crown Witness Coordinators continue to provide support to Aboriginal witnesses and victims by providing two-way language and cultural translation for both victims and Crown witnesses and refers victims to existing territorial victims services for post-court follow-up. The Federal Prosecution Service has negotiated memoranda of understanding with territorial victims services in order to ensure a collaborative effort, define roles and prevent overlap, and thus provide better services to victims.



In addition to the increased use of community justice projects supported by the AJS, the Department has established a new initiative to increase its responsiveness to the needs of Aboriginal people. One of our medium-term priorities is the integration of indigenous legal traditions into the justice system and in 2004-2005 the Department began to work with Aboriginal communities on identifying these traditions for use by community justice processes and the mainstream justice system.

In support of the needs of Inuit in Nunavut, Justice Canada has provided funding to the Akitsiraq Law School. The first group of Inuit lawyers graduated during calendar year 2005. As well, the Policy Centre for Victim Issues (PCVI) recently completed a resource manual and distributed to Crown Witness Coordinators in the North. Information summarizing the activities that AJS is engaged in, such as its support of community justice programs is included.

### Reduced Victimization, Crime and Incarceration among Aboriginal People

During 2004-2005, the Department provided \$373,000 in contribution funding for victim services in Aboriginal communities.<sup>14</sup> The Canadian Centre for Justice Statistics has produced studies on the number of Aboriginal offenders receiving custodial sentences, although this data is not available by offence. In 2002, 21 percent of all adults admitted to provincial, territorial and federal correctional facilities were Aboriginal.<sup>15</sup>

The Department provided \$4.8 million in contribution funding to support Aboriginal courtworker programs in all jurisdictions across the country. The unique placement of Aboriginal courtworkers both in the justice system and in their communities has resulted in courtworkers becoming increasingly involved in community-based approaches and in working with other service providers to ensure that the needs of their clients are addressed.<sup>16</sup> During 2004-2005, the Aboriginal courtworker Program successfully implemented a performance measurement strategy with the provinces and this will be reported on in 2005-2006.

14. Thirty-five of the eighty-five community-based projects supported by the Department provide victims services in their communities and 45 of them are also involved in crime prevention activities.

15. In order to measure the longer-term commitment of reducing victimization, crime and incarceration in Aboriginal communities, the Department has committed to providing data on the number and nature of offences committed in Aboriginal communities and the number of Aboriginal offenders receiving custodial sentences by type of offence. However, there is no data available on the number and nature of offences committed in Aboriginal communities. In 2002, the Auditor General reported to Parliament that "there is not enough information on Aboriginal people in the criminal justice system." Given that most of the projects supported by the Aboriginal Justice Strategy deal with minor offences, it is questionable whether this indicator will be maintained to measure the success of these projects.

16. The evolution of the work of the courtworkers illustrates the need for partnership on other complementary functions such as serving as a gateway for the Aboriginal accused to a range of emerging community-based initiatives. In a number of AJS-supported community justice projects, a half-time courtworker has been hired to act as the half-time justice coordinator as well, strengthening the link between the Aboriginal Justice Strategy and Aboriginal courtworkers at the community level. Other Strategy projects reported that they work closely with the local courtworker and sometimes, when there is no local courtworker, some project staff and volunteers assist accused from their communities in court.



## Working Horizontally to Address the Needs of Aboriginal People

The Aboriginal Justice Strategy is the primary program within the Department of Justice responsible for addressing this Departmental priority, but it works in partnership with a broad range of other federal initiatives, in part because Aboriginal communities take a holistic view towards supporting victims and offenders and often offer services related to several federal programs, and in part to ensure the maximum efficient use of limited federal resources. Below are some of the key partnerships:

Program / Department	Area of Focus
PSEPC - National Crime Prevention Strategy Royal Canadian Mounted Police	Crime Prevention
Department of Justice - Youth Justice Policy RCMP	Extrajudicial/Alternative Measures (pre- and post-charge diversion)
Department of Justice - Aboriginal Courtworker Program and Youth Justice Policy	Assistance to Accused in Court
Department of Justice - Youth Justice Policy Correctional Service Canada - Aboriginal Community Corrections Initiative	Community Sentencing/ Alternatives to Incarceration
Department of Justice – Policy Centre for Victim Issues	Support to Victims
Department of Justice – Youth Justice Policy Correctional Service Canada	Offender Reintegration



### Overall Assessment:<sup>17</sup> Priority 3: Addressing the Needs of Aboriginal People in the Justice System

Assessment of Performance	
Anticipated Result	Performance rating
Increased awareness among justice system practitioners of Aboriginal Justice issues	Met
Justice system is more responsive to the needs of Aboriginal people	Met
Overall assessment of Priority 3	Met

Assessment of Data Quality	
Performance Indicator	Rating
# of justice system practitioners who report awareness of Aboriginal justice issues	Good  Improved awareness levels were reported. Specific performance versus a baseline or expectations is needed.
Level of use of community-based Aboriginal justice programs	Good  The specific level of use of programs is reported as a historical trend. Performance targets are needed.
	Good  Performance data includes inputs, activities and outputs as well as some preliminary information regarding impacts. Evaluation studies are being incorporated to broaden understanding of impacts. Performance targets need to be identified.

17. The long-term expected outcomes for this priority are to reduce the victimization, crime and incarceration rates in amongst Aboriginal communities. These goals are long-term, complex and subject to a wide number of outside influences (e.g. demographic trends); they are not appropriately assessed by short-term, single measures such as the number and nature of reported offences or the number of Aboriginal offenders receiving custodial sentences. They have been addressed through evaluations and will continue to be addressed as part of the Department's evaluation strategy over the next three years.



## B. A SAFER, MORE SECURE SOCIETY

### 2004-2005 Actual vs. Spending:

#### Total Financial Resources for Strategic Outcome (\$millions)<sup>18</sup>:

Planned Spending	Actual Spending
\$108.2M	\$115.7M

#### Part A: Strategic Overview

Canadians rely on the justice system as part of the protection of a safe, secure society. The Department has three key priorities in this area. The Department strives to make Canada a safer and more secure place by developing and upholding the law. To develop the law, we track emerging crime issues, consult with provincial, territorial and international partners and with Canadians, and recommend criminal law reform where necessary.

To uphold the law, the Federal Prosecution Service (FPS) performs a number of roles that extend along a continuum from prevention, through diversion, to prosecution. Law enforcement and prosecutions under the *Criminal Code* are generally provincial responsibilities, but the Attorney General of Canada, through the FPS, has a significant role in relation to criminal prosecutions, including money laundering and drug prosecutions, and regulatory prosecutions related to income tax, the competition law provisions

on telemarketing, customs, and immigration. The Attorney General also prosecutes *Criminal Code* offences in the North.

One growing area of activity is Canada's international obligations. Under the *Extradition Act* the Minister of Justice makes extradition requests to other countries; in addition, when Canada receives a request, the Minister must decide, after a judicial determination of the merits of the request, whether to surrender the fugitive. The Department takes part in negotiating extradition and mutual legal assistance treaties on behalf of the Minister and, under those treaties, provides counsel to assist foreign states appearing before Canadian courts. The International Assistance group and counsel in our regional offices continues to contribute in an ongoing and concrete fashion to the safety and security of Canadians by assisting in returning criminals to their jurisdictions where they committed their crimes and sending evidence to prove their guilt.

#### Priority 4: Combating High-tech Crime, Organized Crime and Terrorism

#### Total Financial Resources for the Priority (\$millions)<sup>19</sup>:

Planned Spending	Actual Spending
\$32.5M	\$35.2M

18. An internal realignment in the reporting of administrative costs contributed to actual spending figures that exceeded the planned spending figures captured under this strategic outcome. The net impact of this adjustment was partially offset by reductions in program and operational spending in support of the government-wide \$-1 billion reallocation exercise announced in the 2003 Budget.

19. Actual spending was generally in line with planned spending.



A significant challenge is posed by the growing number of organized crime cases, many of which stretch across provincial and international boundaries. They range from drug trafficking that plagues local communities, to money laundering that crosses national boundaries. The prosecution of these cases is increasing in complexity and cost. Another challenge relates to the growth in marijuana grow operations and clandestine chemical laboratories and their impact on violent crime.

Globalization poses new challenges to prevent and respond to crime and threats to national security. Globalization of the communications industry, for instance, has raised new investigative hurdles. A lack of legal and technical solutions, or delays in the ability to use them, hampers investigations and efforts to prevent crime and reduce threats to national security.

At the same time, strengthening our capacity to prevent crime, combat terrorism and enhance public security may have implications for human rights and privacy. Proposals must, therefore, balance these objectives with concerns about human rights and privacy.

### Commitments

- More effective legal framework as it relates to lawful access, organized crime and terrorism while respecting the rights of Canadians
- More effective investigation, disruption, and prosecution of organized crime and terrorism offences;
- Deterrence and incapacitation of organized crime and terrorist entities

### Performance Results

#### *More Effective Legal Framework as It Relates to Lawful Access, Organized Crime and Terrorism While Respecting the Rights of Canadians*

In light of the challenges posed by new communications technologies, Justice Canada, along with Public Safety and Emergency Preparedness Canada, Industry Canada, the Competition Bureau and the Legislative Services Branch brought forward draft legislative proposals to obtain feedback from key stakeholders (provinces and territories, Canadian Association of Chiefs of Police, federal and provincial privacy commissioners, privacy and civil liberties groups, and telecommunications companies) regarding the modernization of Canada's legal framework as it relates to lawful access.

The Department worked with Citizenship and Immigration, the Courts Administration Service and other partners in the development of an objective judiciary workload measures model to ensure the Federal Courts continue to have sufficient resources to meet forecasted demand and ensure timely dispositions in sensitive national security/enforcement proceedings (including ministerial certificates, detention reviews, applications under the *Canada Evidence Act* and *Security of Information Act*, immigration and refugee claims, CSIS, *Canada Revenue Agency* and *Canada Transportation Act* applications) and to serve as a tool for improving the efficiency of case processing.



A formative (mid-term) evaluation of the Measures to Combat Organized Crime Initiative was conducted over the reporting period. It found that:

- the objectives of the Initiative continue to be relevant;
- some progress has been made towards meeting the objectives;
- Bill C-24 *An Act to Amend the Criminal Code (organized crime and law enforcement)* has increased knowledge and understanding of organized crime issues and tools;
- current resource levels and allocations may influence future effectiveness due to the complexity of cases.

Further details are provided in Section III of this Report.

**English:** [www.justice.gc.ca/en/ps/eval/reports/04/mcoc/mcoc.html](http://www.justice.gc.ca/en/ps/eval/reports/04/mcoc/mcoc.html)

**French:** [www.justice.gc.ca/fr/ps/eval/reports/04/mcoc/mcoc.html](http://www.justice.gc.ca/fr/ps/eval/reports/04/mcoc/mcoc.html)

The National Security Group participated in the Bill C-36 (*Anti-Terrorism Act*) three-year

Parliamentary Review by providing ongoing legal advice to policy-makers, appearing with other officials before the Parliamentary committees conducting the review, and provided litigation support in the context of *Charter* challenges to the *Anti-terrorism Act*.

The Department prepared options for the Government to deal with new mechanisms created in foreign jurisdictions that could lead to the collection of personal information about Canadians (such as the U.S. Patriot Act) and to address the concerns expressed by other foreign jurisdictions about the collection, by the Canadian Government, of personal information about their citizens (such as information about air travelers coming to Canada).

Specific measures to target the proceeds of crime of criminal organizations were developed, resulting in proposed amendments to the *Criminal Code* and the *Controlled Drugs and Substances Act* (Bill C-53). (English: [http://www.parl.gc.ca/38/1/parlbus/chambus/house/bills/government/C-53/C-53\\_1/C-53\\_cover-E.html](http://www.parl.gc.ca/38/1/parlbus/chambus/house/bills/government/C-53/C-53_1/C-53_cover-E.html), French: [http://www.parl.gc.ca/38/1/parlbus/chambus/house/bills/government/C-53/C-53\\_1/C-53\\_cover-F.html](http://www.parl.gc.ca/38/1/parlbus/chambus/house/bills/government/C-53/C-53_1/C-53_cover-F.html))

## More Effective Investigations, Disruption, and Prosecutions of Organized Crime and Terrorism Offences

Number of Active Files for FY 2004-2005 for Federal Prosecution Service only				
Initiative	NHQ	Regions*	Total	% of Total
Drugs	33	8549	8582	52 percent
Organized Crime (general)	583	2833	3416	21 percent
Regulatory Offences	1725	2594	4319	26 percent
Public Safety and Anti-Terrorism (PSAT)	168	41	209	1.0 percent
Note: Count based on the number of files where timekeeping was entered. * Does not include Atlantic Region				



One of the major areas of activity for the Federal Prosecution Service (FPS) continues to be related to prosecutions under the *Controlled Drugs and Substances Act*. Approximately one half of the active inventory of files for in-house departmental lawyers involved offences under the Act. Organized crime poses threats to the social and economic security of Canadians. Over the past decade, increased emphasis by investigating agencies has led to increased workload in the Department. In the fiscal year 2004-2005, approximately one fifth of the active inventory of files was related to organized crime investigations and/or prosecutions.<sup>20</sup>

The FPS worked with its partners at Health, PSEPC and the RCMP, to develop a coordinated response to the problems created by large scale commercial marihuana grow operations. FPS Counsel participated in the first national Marijuana Grow Operations conference. FPS counsel worked with the National Coordinating Committee on Organized Crime, which developed a coordinated approach to illicit chemical laboratories and marihuana grow operations. FPS counsel also developed the required interest in the decision to move methamphetamine into Schedule 1 of the *Controlled Drugs and Substances Act*."

The FPS assigns advisory counsel to investigative units involved in organized crime investigations in a number of regions, as part of the Intensive Prosecution Strategy, to ensure effective investigations, prosecutions, and management of disclosure. In some cases these assignments may be onsite with the police agencies. Overall, substantial progress has been made on the implementation of the IPS, as recognized in the Mid-Term Evaluation of the Measures to Combat Organized Crime (English: [www.justice.gc.ca/en/ps/eval/](http://www.justice.gc.ca/en/ps/eval/)

[reports/04/mcoc/mcoc.html](http://reports/04/mcoc/mcoc.html)  
French: [www.justice.gc.ca/fr/ps/eval/reports/04/mcoc/mcoc.html](http://www.justice.gc.ca/fr/ps/eval/reports/04/mcoc/mcoc.html))

More effective investigation, disruption and prosecution of terrorism offences require a better understanding of the *Anti-Terrorism Act (ATA)*, its requirements and impact on the agencies. Regular meetings have taken place with dedicated regional prosecutors as well as counsel from various departmental legal service units to discuss actual cases involving the use and protection of intelligence in procedures and to identify best practices for future cases.<sup>21</sup>

The National Security Group (NSG) coordinated the Justice Emergency Team that was part of the Triple Play counter-terrorism exercise involving the U.S., the UK and Canada. Lastly, a number of meetings have been held with dedicated regional prosecutors to provide a consistent approach on counter-terrorism issues, such as the use of intelligence in affidavits and search warrants.

The NSG acts as the central point for regular legal and communications briefings for the minister responsible on such files as the Commission of Inquiry into the Actions of Canadian Officials in relation to Maher Arar and a number of related cases. NSG provides national security-related expertise to the government's legal team before the Inquiry, especially in relation to national security confidentiality and the section 38, *Canada Evidence Act* process. NSG serves as a coordination resource to ensure a consistent approach across government for the production of documents containing sensitive national security information.

20. In the North, the Department is also responsible for prosecuting *Criminal Code* offences. During 2004-2005, the Department prosecuted 7,220 charges in the North. Activities under the "organized crime – general" initiative include integrated proceeds of crime units, lawful access, money laundering, organized crime and proceeds of crime.

21. A formal best practices list will be shortly finalized, as well as a new version of the *Canada Evidence Act* chapter in the FPS Deskbook.



## Criminal Litigation Files

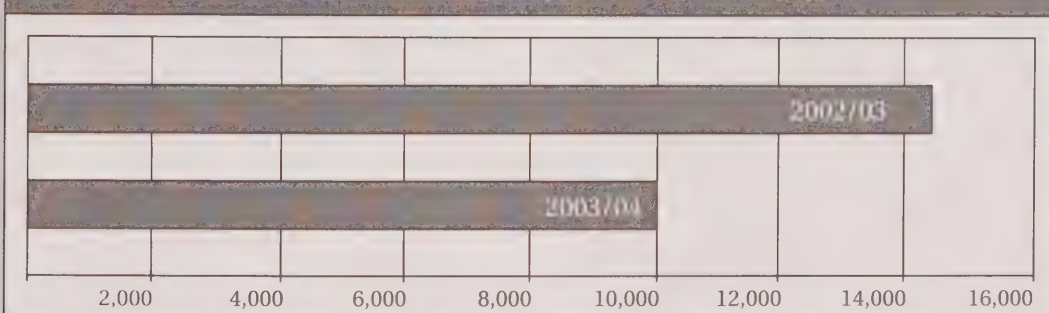
Standing agents are appointed to assist in the prosecution of files in areas where the Department does not have a regional office. The agents are appointed for specific statutes and receive most of their files directly from the police agencies or other enforcement officers.

During the fiscal year the Federal Prosecutions Service (FPS) Agents Affairs Unit (AAU) continued a pilot project to examine means of reducing the average cost per case of "simple possession of drug" files.

The pilot, initiated in 2003-2004, consisted of two elements: a) a process of pre-charge (or early post-charge) review of the files assigned to the various standing agents by counsel in the regional office to ensure that only files which met the FPS Deskbook Standards went forward; and b) a new process for reviewing the files for reasonableness which used benchmarking, file profiling and other statistical tools. At the outset, extensive training was provided to the standing agents to ensure consistent understanding of the Deskbook Standards. Additionally, departmental practitioners monitored, supervised and provided guidance/advice to the standing Agents.

The intent of the pilot was twofold: to ensure that only those cases that met minimum prosecution standards proceeded to court; and to reduce the average cost per case. The results of the pilot are encouraging. Between 2002-2003 and 2003-2004, the number of simple possession files handled by standing agents was reduced by 30 percent (See Figure 6). The reduction in caseload made it possible to spend more time assisting the various investigative agencies during their investigations in order to ensure compliance with the rules of evidence and *Charter* protections. During the same time period, the average cost per case was reduced by 7 percent (from \$349 to \$325)

Figure 6: Number of simple possession drug files prosecuted by standing agents



Given the success of this pilot, the AAU will expand the project over the next two fiscal years to include the pre-charge and early post-charge review of all drug files and the establishment of benchmarks and file profiles for the review of all drug work.



## Overall Assessment: Priority 4: Combating High-tech Crime, Organized Crime and Terrorism

Assessment of Performance	
Anticipated Result	Performance rating
More effective legal framework as it relates to lawful access, organized crime and terrorism while respecting the rights of Canadians	Mostly met
	Unable to assess
	Unable to assess
More effective investigations, disruption, and prosecutions of organized crime and terrorism offences	Mostly met
Overall assessment of Priority 4	Mostly met

Assessment of Data Quality	
Performance Indicator	Rating
Number and types of legislative enhancements made and the extent to which they are used	Reasonable  Performance data limited primarily to inputs, activities and outputs. Enhancements have not been systematically reported, but have been partially captured through special studies.
Number of <i>Charter</i> Challenges	Unable to assess  These performance measures were not systematically tracked. There may also be a need to test the validity of these performance measures
Outcomes of <i>Charter</i> challenges	
#, types and outcomes of interventions directed at combating organized crime and terrorism offences	Reasonable  Data limited primarily to inputs, activities and outputs. Beginning to explore broader areas with Agents Pilot Study. Need for more data on impacts and identification of targets.
	Reasonable  Information systems and supporting processes need to be modified to capture the required performance measures. Need for consistent performance measurement against standards and targets.



## Priority 5: Modernizing the Criminal Law

### Total Financial Resources for the Priority (\$millions)<sup>22</sup>:

Planned Spending	Actual Spending
\$3.0M	\$2.5M

The criminal law in Canada is constantly evolving. One of the Department's core responsibilities is to monitor and review trends in court decisions and the evolution of *Charter* jurisprudence, scientific developments related to detecting and prosecuting crimes (e.g. DNA identification and testing), and social attitudes about whether and how we should use the criminal law to influence individual and corporate behaviour. These trends inform the Department's efforts to modernize the criminal law.

### Commitments

- *Criminal Code* is amended to reflect the needs and values of Canadians
- Increased understanding among Canadians on broad directions for modernizing the criminal law
- More effective criminal law, responsive to the needs and values of Canadians and consistent with the *Charter*

### Performance Results

*The Criminal Code is amended to reflect the needs and values of Canadians (see Priority #2 for initiatives to modernize the criminal law.)*

During the reporting period, work to modernize the criminal law continued with efforts to reform

the law in key targeted areas:

A number of changes were made to significantly expand the types of offences to which the National DNA Data Bank scheme can apply, in addition to reforming procedural matters for the making and execution of DNA Data Bank orders. As a result, the range of offenders eligible for inclusion in the National DNA Data Bank under the retroactive provisions has been broadened considerably and orders for inclusion in the Data Bank can also be made with respect to persons found not criminally responsible on account of a mental disorder.

Efforts were made to modernize the way Canada enforces its cannabis laws and Canada remained committed to strengthening drug-impaired driving investigations by proposing reforms to the *Criminal Code* that would authorize police to demand standardized field sobriety tests, evaluations by drug recognition experts, and bodily fluid samples.

### Criminal Conviction Review Process

- ✓ The Criminal Conviction Review process is an ongoing procedure designed to investigate and remedy miscarriages of justice. It is a process that is consistent with the *Charter* and is responsive to the needs and reflects the values of Canadians.<sup>23</sup> For fiscal year 2004-2005 the Criminal Conviction Review Group completed 13 preliminary assessments and six investigations and six decisions were rendered by the Minister.<sup>24</sup> (English: [http://canada.justice.gc.ca/en/ps/ccr/report\\_04/index.html](http://canada.justice.gc.ca/en/ps/ccr/report_04/index.html) French: [http://canada.justice.gc.ca/fr/ps/ccr/report\\_04/index.html](http://canada.justice.gc.ca/fr/ps/ccr/report_04/index.html))

22. Actual Spending was \$0.5M less as than planned – Savings from operating efficiencies were redirected to the government-wide \$1-billion reallocation exercise announced in the 2003 Budget.

23. Source of data: Departmental files, Government of Canada and Parliamentary websites, Canada Gazette, FPT Coordinating Committee of Senior Officials Agenda.

24. In 2004-2005, to enhance independence of the group, the Criminal Conviction Review Group was transferred from the Policy Sector to Corporate Services.

**Overall Assessment: Priority 5: Modernizing the Criminal Law**

Assessment of Performance	
Anticipated Result	Performance rating
<i>Criminal Code</i> is amended to reflect the needs and values of Canadians	Mostly met
Increased understanding among Canadians on broad directions for modernizing the criminal law	Unable to assess
More effective criminal law, responsive to the needs and values of Canadians and consistent with the <i>Charter</i>	Unable to assess
	Unable to assess
<b>Overall Assessment of Priority 5</b>	Mostly met

Assessment of Data Quality	
Performance Indicator	Rating
# and nature of amendments to the <i>Criminal Code</i> and degree of acceptance by justice system partners	Reasonable  Performance information is limited to inputs, activities and outputs. Data regarding impacts need to be developed and implemented.
Progress toward completion of a statement of principles on the use of the criminal law and degree of acceptance	Unable to assess  Data was not available for rating performance.
Canadians perceptions of the extent to which the criminal law is responsive and reflects their values	Unable to assess  Data was not available for rating performance.
Number and outcome of <i>Charter</i> challenges on criminal matters	Unable to assess  These performance measures were not systematically tracked. There may be a need to review the validity of these performance measures.
	Needs Improvement



## Priority 6: Improving our Capacity to Respond to International Requests and Transnational Crime

### Total Financial Resources for the Priority (\$millions)<sup>25</sup>:

Planned Spending	Actual Spending
\$7.5M	\$7.7M

Due to greater mobility of goods, people and information, Canada needs to focus more attention and resources on transnational crime in order to ensure domestic safety and security.

Enhancing our capacity to work with international partners in dealing with global crime and security threats promptly and effectively will help ensure that we can promote and protect Canadian values when international policies, standards and conventions on crime and international cooperation are being developed.

The challenges in this area relate mainly to meeting the increasing volume of international requests arising from the greater prevalence of transnational crime. Differences between the criminal law system in Canada and in the countries making the requests also pose challenges.

## Performance Results

### *Increased cooperation with international partners*

There has been a significant increase in cooperation with international partners, particularly the U.S., our largest partner.<sup>26</sup> The Department's efforts in this area have been largely affected by external factors including the need for greater cooperation amongst nations in a post-September 11 world. During the reporting period, senior Federal Prosecution Service (FPS) counsel attended cross-border meetings and conferences with American district attorneys and investigators, including Project North Star, the annual U.S. - Canada Ship Source Oil Pollution Conference, the Cross-Border Crime Forum and the National District Attorneys Association.

A representative of the FPS, along with the U.S. Attorney for northern New York, sit as members of the International Joint Management Team of the Integrated Border Enforcement Team program, providing U.S. and Canadian law enforcement officials with legal advice and prosecution support in their cross-border enforcement activities. Regional counsel also take part in the International Assistance Group (IAG) of the Federal Prosecution Service (FPS) national telephone conferences and continue to provide training to U.S. law enforcement officers working the Washington State/BC border on Canadian legal issues.

An exchange between the U.S. Attorney's Office in Seattle and the Vancouver office of the FPS occurred in March 2004. It was regarded by the participants as highly successful. Objectives achieved included the following:

25. Actual spending was broadly in line with planned spending

26. Source of Data: Timekeeping/iCase/Caseview. Comprehensiveness of Data: The data indicates that increased cooperation has led to a significant increase in the number of files.

- Enhanced cross-border relationships through establishment of personal working relationships;
- Enhanced understanding of laws and legal procedures of the two countries;
- A training session was delivered to American federal prosecutors in the Seattle office on Canadian extradition and Mutual Legal Assistance Treaty (MLAT) procedures.

The IAG also participated in joint RCMP working groups police and agency training, and regular meetings and conference calls with U.S. and French counterparts, and it liaised directly with European and Asian counterparts in Paris and Brussels through two Department of Justice lawyers posted abroad specifically to assist other countries in the preparation of their extradition and mutual assistance requests to Canada. The B.C. Region is currently developing resource materials to assist in cross-border investigations to aid in gathering basic evidence (e.g. telephone toll records) under the Canada-U.S. Mutual Legal Assistance Treaty.

Additionally, the Public Law Sector has prepared options for the Government to deal with new mechanisms created in foreign jurisdictions that could lead to the collection of personal information about Canadians (such as the U.S. *Patriot Act*) and to address the concerns expressed by other foreign jurisdictions about the collection, by the Canadian Government, of personal information about their citizens (such as information about air travelers coming to Canada).

In addition to the existing inventory of requests, the IAG worked on approximately 214 new extradition and 395 new mutual assistance requests in 2004-2005. The number and complexity of the submissions to the Minister on extradition cases have grown steadily over the years. Similarly, the complexity and number of incoming and outgoing mutual legal assistance requests have increased year by year, as has in addition to the number of supplementary mutual legal assistance requests. The sheer scale of transnational crime means that, for example, telemarketing fraud or drug cases may involve multiple requests to multiple jurisdictions.

## Overall Assessment: Priority 6: Improving Our Capacity to Respond to International Requests and Transnational Crime

Assessment of Performance	
Anticipated Result	Performance rating
Increased cooperation with international partners	Mostly met
Effective investigations and prosecutions of transnational criminal activities	Unable to assess
<b>Overall assessment of Priority 6</b>	Mostly met

Assessment of Data Quality	
Performance Indicator	Rating
# of MLAT requests and extraditions processed	Needs Improvement Performance data is limited to the total number of MLAT requests
# and nature of investigations, extraditions, arrests, charges and convictions for transnational criminal offences	Unable to assess Performance measures and appropriate monitoring and tracking systems and standards need to be developed and implemented.
	Needs Improvement



## C. HIGH-QUALITY LEGAL SERVICES TO SUPPORT THE FEDERAL GOVERNMENT

### 2004-2005 Planned vs. Actual Spending:

#### Total Financial Resources for Strategic Outcome (\$millions)<sup>27</sup>:

Planned Spending	Actual Spending
\$394.8M	\$345.4M

### Part A: Strategic Overview

The Department delivers an integrated suite of high-quality legal advisory, litigation and legislative services that enables the government to achieve its priorities and deliver results for Canadians. The Department delivers these services on a portfolio basis. Portfolios include Aboriginal Affairs, Business and Regulatory, Tax Law Services, the Central Agencies, and Citizenship, Immigration and Public Safety.

The portfolio structure allows the Department to concentrate its legal practice in strategic business areas, forge effective relationships with clients, and gain a better understanding of clients' needs and priorities, while our pan-Canadian presence provides a national perspective and ensures consistency and responsiveness. By organizing in this way, we

gain a broad perspective on issues that arise through litigation across the country and on the implications of judicial decisions for the federal government. Additionally, regional offices (and sub-offices) and departmental legal service units (DLSUs) support the portfolio structure in delivering integrated legal services to client departments and agencies.

Several specialized branches complement the provision of legal services to clients:<sup>28</sup>

- The Civil Litigation Branch supervises and coordinates civil litigation involving the federal government across the country.
- The Public Law Group provides legal advice to departments across government in several fundamental areas, such as determining whether government legislation and policy are consistent with the Charter and arguing Canada's position before the World Trade Organization and tribunals under the North American Free Trade Agreement. Its areas of legal specialization include access to information and privacy and administrative, constitutional, international, human rights and trade law.
- The Legislative Services Branch drafts bilingual and bijural government bills, regulations and amendments and verifies that federal statutes and regulations comply with the Charter, the Bill of Rights, and other laws.
- The Official Languages Law Group provides legal advice on language rights to departments, agencies and other federal institutions.

27. The variance of \$49.4 million is largely attributable to spending and recoveries from client departments and agencies that were less than the maximum amount authorized by the Treasury Board. Money saved, through operating efficiencies and redirected to the government-wide \$1- billion reallocation exercise also contributed to the underspending on this priority.

28. The Department also uses legal agents to deliver services in situations where operational demands necessitate using private sector counsel, who are appointed as legal agents of the Attorney General of Canada. Where a need for legal services is referred to Justice Canada, a business decision is made to assign work to in-house counsel or outsource to a legal agent. In order to ensure clarity and consistency in the appointment process, guidelines have been established for determining what work can or should be assigned to outside counsel. The decision to outsource is based on departmental profiling policies and additional factors such as availability of internal resources, experience/expertise required, geographical considerations, and conflict-of-interest issues.

In all cases, the decision to outsource is taken in consultation with the concerned government department or agency. The selection and appointment process for legal agents is being reviewed by the Department to ensure that it is consistent with the principles of transparency and accountability and that competence, integrity, professionalism and merit remain the primary considerations in the selection and appointment of agents. In conjunction with this review, the Department is considering renewed practices and systems and a redefinition of the management framework of the Agent Affairs Program.



- Dispute Resolution Services supports departmental lawyers and their government clients by providing services such as training, systems design advice, evaluation, policy development, and intervention in difficult disputes.

Together, the portfolios, regional offices and specialized branches form a multidisciplinary team with expertise in a range of legal and policy fields. Effective collaboration between legal and policy experts enhances the value of legal services: lawyers can readily identify the policy implications of their cases, and they know whom to contact to ensure that the Department makes consistent and fully informed decisions and positions taken in litigation reflect a full consideration of the range of policy implications a case might raise. At the same time, when policy is developed, it reflects an awareness of the implications for litigation.

### Commitments

- Supporting our clients with high-quality legal services
- Establishing a sustainable funding strategy for legal services
- Improving performance measurement
- Managing legal risk

## Performance Results

### *Supporting Our Clients with High-Quality Legal Services*

#### Legislative Services Branch

The Government had a very busy legislative agenda during 2004-2005. To support this agenda, the Legislative Services Branch (LSB) drafted 52 legislative bills, 326 motions to amend and 916 regulations. The LSB also worked closely with the Privy Council Office (PCO) in 2004-2005 to coordinate the implementation of the Government's Smart Regulation Strategy designed to streamline the regulatory process, strengthen regulatory compliance and enhance the accessibility and quality of legislative instruments.

LSB was a key player in helping the Government to achieve its two most recent reorganizations. The first, on December 12, 2003, involved the drafting of 120 orders in council that accomplished a dramatic re-structuring of the Public Service of Canada, affecting almost 25,000 public servants.

In 2004-2005, there was considerable follow-up work for the Branch arising from the 2003 reorganization, including clean-up designation orders to make the responsible ministers for public statutes match the transfers, action to deal with the hundreds of statutes and thousands of statutory powers that were affected by the reorganization transfers; additional employee transfer orders under section 37.3(2) of the *Public Service Employment Act*; and guidance and advice to clients on a continuous basis on the intricacies and consequences of the orders in council arising from the 2003 reorganization.



Following the second major government reorganization after the June 2004 election, the Branch worked with PCO-Machinery of Government on the drafting, examination and stamping of 126 orders in council. These included the proposed creation of five new Schedule I.1 *Financial Administration Act* departments/agencies. In September 2004, one of those agencies, the Public Health Agency of Canada was created.<sup>29</sup>

## Advisory and Litigation Services

During 2004-2005, Departmental counsel logged over 2,839,200 hours providing legal advisory and litigation services to client departments and agencies. Approximately 60 percent of the time was logged against the provision of advisory services, and the remainder against litigation files.

### Highlights of Selected Key Issues before the Courts

Many of the files managed by Departmental legal staff are of importance to all Canadians for a variety of reasons. They may have an impact on our social institutions, as in the *Reference re Civil Marriage*. They may have impacts on a specific portion of the population, such as Aboriginal rights and title. As well, they may have a high profile in the media such as the Gomery and Arar inquiries which attract general interest.

*Haida Nation v. British Columbia (Minister of Forests)* and *Taku River Tlingit First Nations v. British Columbia (Project Assessment Director)* – The Supreme Court of Canada (November 17, 2004) ruled that the Crown has a legal duty to consult with Aboriginal groups and, where appropriate, to accommodate their concerns in certain circumstances. As follow-up, departmental efforts have been directed to conducting numerous educational sessions with individual clients and Departmental legal services units to inform them of the implications of the decision.

*R. v. Bernard* and *R. v. Marshall* (Supreme Court of Canada): These related cases were heard in January 2005 and raised issues relating to Aboriginal title, treaty rights and the *Royal Proclamation of 1763*. The cases provided an opportunity for the Court to flesh out the content of Aboriginal title, the extent of the maritime “Peace and Friendship” treaties, as well as the application of the *Royal Proclamation of 1763* with respect to vast expanses of territory in what is now Nova Scotia and New Brunswick. The Court upheld the Government’s position that the lower court trial judges in each case had correctly held that the respondents’ treaty rights did not extend to commercial logging and correctly rejected the claim of Aboriginal title to the cutting sites.

*Reference re Civil Marriage* (Supreme Court of Canada (SCC)) The Government referred to the SCC draft legislation and three questions regarding the constitutionality of the proposed bill. The SCC rendered its unanimous judgment on December 9, 2004:

- Section 1 of the Government’s proposed legislation (reconfigured as Bill C-38) extending marriage for civil purposes to same-sex couples is within the exclusive jurisdiction of Parliament, but section 2 relating to protection of religious freedom is ultra vires Parliament.

29. Of the 126 orders drafted, approximately 50 were actually made by the Governor in Council. These orders were made up of *Public Service Rearrangement and Transfer of Duties Act* transfers, designations and ministerial appointments, as well as some additional clean-up orders from the December 12 reorganization under the *Auditor General Act* sustainable development provisions and the *Canadian Security Intelligence Service Act*.



- Extending marriage to same-sex couples is consistent with the *Charter*.
- The *Charter* protects religious officials from being compelled to perform a marriage for a same-sex couple if contrary to their religious beliefs.
- The Court declined to answer the question on whether the opposite-sex requirement for marriage is constitutional.

As a follow-up, the Department drafted legislation for introduction into the House to extend equal access to civil marriage to same-sex couples while respecting religious freedom. (The Act received Royal Assent in July 2005).

*Auton v. British Columbia (Attorney General)* (S.C.C.): The Attorney General of Canada intervened before the SCC supporting the position of the provincial government that access to health care services has limits and therefore is not a guaranteed benefit provided for by law. The Supreme Court released a unanimous judgment that the provincial health care scheme (and the *Canada Health Act*) provides for a partial health plan only, and its purpose is not to meet all medical needs. The case sets a critically important precedent for Courts regarding the roles and responsibilities of the judicial and executive levels of government with respect to the allocation of resources in the health care context.

*Mugesera*: (S.C.C. decision rendered June 28, 2005). The main issue was whether a speech inciting hate against a particular group could constitute a crime against humanity and thus make the individual inadmissible to Canada. The Court agreed with the Government's position that it is possible for a single act, taken in its context, to constitute a crime against humanity, if that act is part of a systematic or generalized attack on a particular group. There need not be one identifiable victim.

*Restrictions on the Promotion of Tobacco Products (Rothmans, Benson & Hedges Inc. v. Saskatchewan)* (S.C.C.): In this case, a tobacco manufacturer sought a declaration that section 6 of the *Saskatchewan Tobacco Control Act* is inoperative in light of section 30 of the federal *Tobacco Control Act*. The Attorney General of Canada intervened in support of the Province and the S.C.C. upheld the government position, ruling that the provincial legislation is not inoperative by virtue of the existence of section 30 of the Federal *Tobacco Control Act*.

*Parental and Maternity Benefits*: On March 20, 2002, the Government of Quebec submitted a reference to the Quebec Court of Appeal challenging the constitutionality of the federal employment insurance plan for providing maternity and parental benefits. The federal government defended the constitutionality of the existing plan in order to protect the benefits system and the right of parents to receive maternity/paternity benefits. The Supreme Court of Canada heard the case in January 2005 and a decision is pending.



## Managing Legal Risk

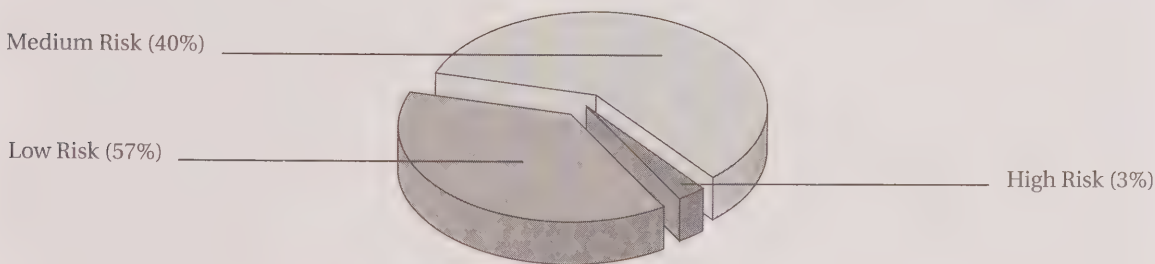
As of March 31, 2005, the Department was involved with 49,010 active civil litigation files. As part of its efforts to improve performance management capacity, the Department has started to track the levels of risk associated with the litigation inventory. While systems and associated standards and training are being implemented across the country to enable us to identify and track the levels of risk associated with litigation files, they are not yet fully in place.

Risk ratings during 2004-2005 have been tracked for approximately two thirds of the active inventory. Based on this preliminary data, the inventory breaks down as approximately 3 percent of files rated as high risk, 40 percent of files rated as medium risk and the remaining

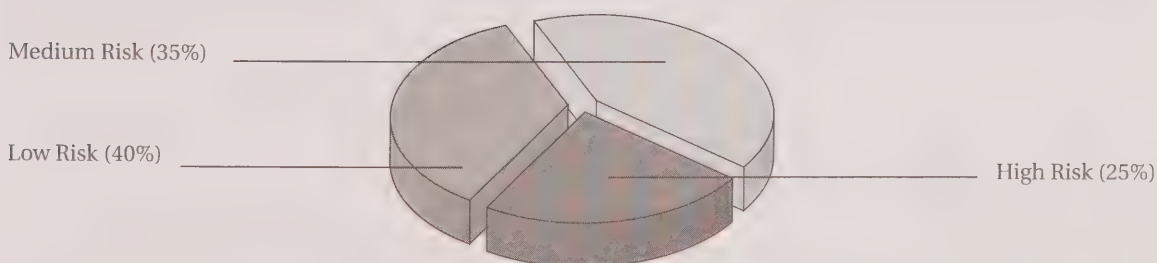
57 percent of files rated as low risk. Of particular interest is the impact that risk has on the levels of effort devoted to managing the files. The preliminary data suggests that while high-risk cases account for only about three percent of the active inventory, they accounted for almost one quarter of the time logged by counsel on litigation files over the course of the year. Conversely, while low-risk files accounted for approximately 57 percent of the active litigation inventory, they accounted for less than 40 percent of the hours logged by counsel against litigation files.

**Figure 7: Civil Litigation Inventory - Risk Levels and Effort**

### Inventory



### Time Spent





Managing risk effectively contributes to a more creative, responsive and innovative legal practice, better planning of resource use, and savings in public resources. The Department's legal risk management (LRM) strategy, introduced in 2000, has been integrated in departmental operations. The key principles of reducing conflict and minimizing the costs associated with litigation are being institutionalized within client departments. One of the means for reducing conflict and the costs associated with litigation is to pursue alternative means of resolving litigation claims. During fiscal year 2004-2005, more than 1,400 litigation files were resolved through alternative dispute resolution techniques.

Managing legal risk is also a responsibility shared with client departments. Many client departments have established senior-level litigation committees, where decisions to

litigate or settle are discussed and where lessons learned are fed back into policy and program development in the client department. Additionally, many client departments with large volumes of litigation have established litigation management units that are actively involved in ongoing co-management of litigation activities with the Department of Justice.

Note also that, senior Department of Justice officials are active members of a number of client department executive committees. As legal advisors for client executive decision-making bodies, the Department provides proactive advice during the early stages of policy and program implementation in order to reduce future legal risks downstream.

### **Legal Risk Management in Practice: The Tax Law Portfolio**

Legal Risk Management is practiced on a file-by-file basis by all Tax Law Services (TLS) counsel, and led within the Canada Revenue Agency (CRA) through its Risk Management Committee, including representatives of Justice and Finance. On an issue-by-issue basis, legal risk is mitigated through the collaboration of networks of counsel assigned to coordinate particular issues nationally along with CRA officials. In this regard, joint CRA/TLS conferences were held on international tax issues, tax avoidance, and collections issues. Risk management is also supported through the DLSU which provides extensive legal training to CRA officials under the Legal Awareness Program on a number of public law issues. In fiscal 2004-2005 the DLSU delivered 18 courses to 424 client officials and received very favourable feedback from course participants. Trends in litigation include increases in class action lawsuits, actions against CRA for abuse of process, *Charter* challenges, and General Anti-avoidance Rule litigation. Legal risk is a primary focus for the TLS national litigation coordinator, and an expanded communications strategy including intranet site and regular teleconferences ensured that legal risk was managed effectively on priority files.



The principles of Legal Risk Management (LRM) have also been implemented in FPS. Ongoing assessments of legal risk are being conducted on all FPS files and all prosecutors received at least one day of training on how to conduct such assessments. Ongoing monitoring and reporting on legal risks has markedly improved, and all managers within the FPS Portfolio are actively involved in identifying and managing the risks the Portfolio faces and validating the information provided.

In addition, a new Advanced School for Prosecutors program focusing on mega-cases and the early involvement of prosecutors at the investigative stage, was piloted in Ottawa in the fall of 2004. A companion training program developed specifically for FPS managers – the FPS School for Management of Complex Cases – was successfully piloted in Vancouver at the end of March 2005. The goal of these two programs is to increase the FPS capacity in the management of mega-cases in order to identify and address emerging legal risks.

### **Sustainable Funding Strategy**

In the 1960s, legal service delivery was consolidated in the Department of Justice and funded through appropriations. However, the growth in demand for services over the past 40 years, without a corresponding increase in Department of Justice appropriations, has put increased strain on the sustainability of the integrated service delivery model. In response, the Department has increasingly had to rely on recoveries from client departments in order to continue to deliver high quality legal services. In 2004-2005, over 40 percent of departmental spending on the provision of legal services came from client departments. The Department is continuing to work with the Treasury Board Secretariat (TBS) to develop and implement a long-term sustainable funding regime for the delivery of legal services.<sup>30</sup>

### **Improving Performance Measurement**

The Proactive Management of the Law project was a first step toward improving the Department's capacity to measure performance in the provision of legal services. The aim of the project was to help the Department respond to legal issues coherently, efficiently and effectively, instead of reacting to hot-button issues arising in a turbulent environment. Over the course of the year, the principles and focus of the project were incorporated into the integrated strategic planning process of the Department and continue to be explored through other performance measurement activities such as client satisfaction surveys and the standardization of other performance data collection through electronic case management systems such as iCase and Caseview.

This is the first year that data has been collected from these electronic information management systems. The results will serve to establish a baseline from which new performance targets can be established and met over the next three to five years. At this point, there is a critical need to modify the information collection systems and their supporting business processes to capture the data necessary to produce some of the indicators. There is also a need to stabilize and complete the roll-out of the systems to the whole department (including regions and DLSU's) and thereby increase the reliability and validity of the data. This information will serve to demonstrate trends regarding such issues as the complexity of the work; the areas of work that are consuming the highest proportion of resources; the use and impacts of dispute resolution mechanisms; and overall performance in terms of the protection of the government's legal and financial interests through the tracking of the trends in the government's contingent liabilities.<sup>31</sup>

30. Further details about this activity are found in Section IV . "Other Items of Interest."

31. In 2004-2005, the total value of statements of claim against the Government that were registered in the courts was \$1.2 trillion.



### **Spotlight on Improving Performance Management Practices**

The BC Regional Office represents an excellent example of a regional office that, as a result of successful pilot projects, has become quite integrated in its planning and performance measurement both in support of the strategic outcomes and priorities of the Department and in the delivery of high-quality legal services to its client departments. For example, the Office has extended its annual regional client satisfaction survey to seven key clients (PWGSC, CRA, RCMP, DFO, IANC, CSC, and CIPS) and this year is expanding the survey beyond its original annual, web-based format to include important post-closing case assessments as well as client focus group sessions. On-line, web-based surveys of seven major client departments were conducted for the second year. As in 2003-2004, the survey results indicated a very high level of satisfaction on the part of the clients surveyed.

In other areas, in 2004-2005, the Tax Law Services (TLS) Portfolio initiated the development of a Joint Management Framework and three-year (rolling) plans with the Canada Revenue Agency. The Agency is engaged in the planning process and this initiative has better aligned TLS with management accountabilities within the changing resource and demand environment. The three-year plans will focus on priorities, workload reduction, alternatives to litigation, accountability for the use of resources, and a sustainable funding strategy. National TLS policies put in place to ensure effective use of resources include policies on use of discoveries, enhanced Justice authority to settle matters, and use of pre-hearing conferences.



## Overall Assessment: Priority 7: High Quality Legal Services to Support the Federal Government

Assessment of Performance		Assessment of Data Quality	
Anticipated Result	Performance rating	Performance Indicator	Rating
Client decision-making reflects high quality legal advice	Mostly met	Client perceptions of the extent to which advice was used	Needs Improvement
	Mostly met	Client perceptions about the quality and timeliness of legal advice	Results from audits, anecdotal information and pilot projects are positive, but client perceptions are not being systematically tracked across the Department. Need for more standardized approach to obtaining client feedback.
Legal risk is anticipated, mitigated and managed effectively	Unable to Assess	Percentage change in size of government's contingent liabilities	Needs Improvement
	Mostly met		This is the first year of reporting this data, so there is no trend information available.
Government legal and financial interests are protected	Mostly met	Levels of Risk	Reasonable
			Data is primarily related to inputs/outputs and anecdotal info. Some discussions of risk were undertaken – however levels were not consistently reported.
More effective use of resources	Unable to assess	Percentage of government contingent liabilities that become actual liabilities	Unable to assess
			The information required to calculate this measure is unstable, so the measure would lack validity and reliability at this time.
	Mostly met	Average cost per case	Needs Improvement
			Limited data is available from the results of the pilot project regarding Legal Agents for criminal prosecutions (see Priority 2). The quality of the information currently captured is being assessed, so the measure lacks validity and reliability at this time.
		Number of cases resolved through early dispute resolution	Reasonable
			Preliminary data on number of files resolved using dispute resolution. Need to develop standards and systematically collect this information.



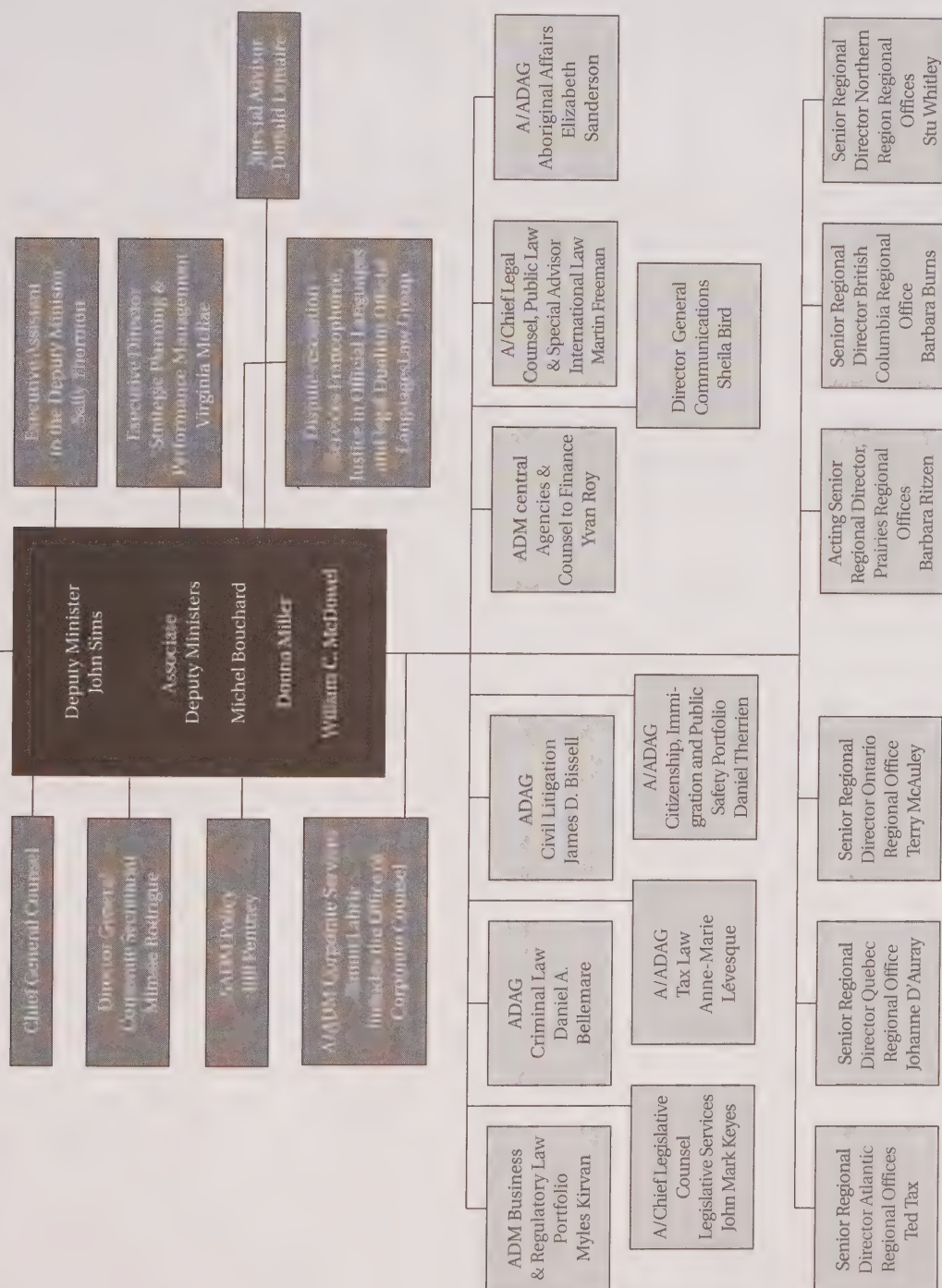
	Met
	Met
<b>Overall assessment of Priority 7</b>	Mostly met

Level of Effort	Good Data collection systems need to be stabilized.
Active Litigation Inventory	Reasonable Data limited primarily to inputs and outputs. Need to stabilize data capture processes and track outcomes.
	Reasonable Department is at an early stage of pilot-testing approaches to monitoring and reporting on performance. Rollout of national systems needs to be completed, standardized business practices need to be implemented, and issues around data validity and reliability need to be addressed.



## Section III – Supplementary Information

### Department of Justice Organization Chart August 29, 2005



**Table 1: Comparison of Planned to Actual Spending (Including FTE)**

	2002-2003	2003-2004	2004-2005			
(\$ millions)	Actual	Actual	Main Estimates <sup>4</sup>	Planned Spending	Total Authorities	Actual
Law and Policy	555.2	427.6	431.7	434.7	422.9	414.9
Government Client Services <sup>1</sup>	313.1	440.1	493.8	497.1	503.1	457.7
Administration	73.9	70.0	79.3	79.3	81.2	70.4
<b>Total</b>	<b>942.2</b>	<b>937.7</b>	<b>1,004.8</b>	<b>1,011.1</b>	<b>1,007.2</b>	<b>943.0</b>
<b>Total</b>	<b>942.2</b>	<b>937.7</b>	<b>1,004.8</b>	<b>1,011.1</b>	<b>1,007.2</b>	<b>943.0</b>
Less: Non-respensible revenue <sup>2</sup>	-28.2	-141.5	n/a	-192.4	-192.4	-195.8
Plus: Cost of services <sup>3</sup> received without charge	45.3	65.2	n/a	59.7	59.7	71.6
<b>Net cost of Department</b>	<b>959.3</b>	<b>861.4</b>	<b>1,004.8</b>	<b>878.4</b>	<b>874.5</b>	<b>818.8</b>
<b>Full-time equivalents</b>	<b>3,631</b>	<b>4,614</b>	<b>n/a</b>	<b>5,017</b>	<b>5,017</b>	<b>4,989</b>

1. The Department recovers from client departments and agencies some of the costs incurred to deliver legal services. In 2002-2003, the \$117 million that Justice spent and recovered from clients was excluded from amounts reported as actual spending. Changes in how the Department receives authority for and accounts for recoveries were introduced in 2003-2004. 2003-2004 actual spending figures include \$132 million recovered from clients. 2004-2005 Main Estimates, planned spending and total authorities included \$185 million recovered from clients. Actual recoveries from clients in 2004-2005 amounted to \$146 million.

2. Detailed information on non-respensible revenue is provided in Table 7

3. Cost of services received without charge includes accommodation provided by Public Works and Government Services Canada, the employer's share of employees' insurance premiums, and expenditures paid by TBS (excluding revolving funds) and workers' compensation coverage provided by Social Development Canada.

4. Non-respensible revenue, costs of services received without charge and full-time equivalents were not separately identified in Justice's Main Estimates.



Table 2: Use of Resources by Business Lines

2004-2005								
Business Lines (\$millions)	Budgetary							Total
	Operating	Capital	Grants and Contributions	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures	Plus: Non- Budgetary	
<b>Law and Policy</b>								
Main Estimates	42.1	0.0	389.6	431.7	0.0	431.7	0.0	431.7
Planned Spending	42.1	0.0	392.6	434.7	0.0	434.7	0.0	434.7
Total Authorities	40.8	0.0	382.1	422.9	0.0	422.9	0.0	422.9
Actual Spending	38.4	0.0	376.5	414.9	0.0	414.9	0.0	414.9
<b>Government Client Services</b>								
Main Estimates	493.8	0.0	0.0	493.8	0.0	493.8	0.0	493.8
Planned Spending	497.1	0.0	0.0	497.1	0.0	497.1	0.0	497.1
Total Authorities	503.1	0.0	0.0	503.1	0.0	503.1	0.0	503.1
Actual Spending	457.7	0.0	0.0	457.7	0.0	457.7	0.0	457.7
<b>Administration</b>								
Main Estimates	79.3	0.0	0.0	79.3	0.0	79.3	0.0	79.3
Planned Spending	79.3	0.0	0.0	79.3	0.0	79.3	0.0	79.3
Total Authorities	81.2	0.0	0.0	81.2	0.0	81.2	0.0	81.2
Actual Spending	70.4	0.0	0.0	70.4	0.0	70.4	0.0	70.4
<b>Total Department</b>								
Main Estimates	615.2	0.0	389.6	1,004.8	0.0	1,004.8	0.0	1,004.8
Planned Spending	618.5	0.0	392.6	1,011.1	0.0	1,011.1	0.0	1,011.1
Total Authorities	625.1	0.0	382.1	1,007.2	0.0	1,007.2	0.0	1,007.2
Actual Spending	566.5	0.0	376.5	943.0	0.0	943.0	0.0	943.0

**Table 3: Voted and Statutory Items**

2004-2005 (\$millions)					
Vote or Statutory Item	Truncated Vote or Statutory Wording	Main Estimates	Planned Spending	Total Authorities	Actual
1	Operating expenditures	533.9	537.2	541.8	498.3
5	Grants and contributions	389.6	392.6	382.1	376.5
(S)	Minister of Justice - salary and motorcar allowance	0.1	0.1	0.1	0.1
(S)	Contributions to employee benefit plans	81.3	81.3	83.3	68.1
	<b>Total</b>	<b>1,004.8</b>	<b>1,011.1</b>	<b>1,007.2</b>	<b>943.0</b>

**Table 4: Net Cost of Department**

2004-2005 (\$millions)	
Total Actual Spending	943.0
Plus: Services Received without Charge	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	40.5
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	31.1
Workers' compensation coverage provided by Social Development Canada	0.1
Less: Non-responsible Revenue	(195.8)
<b>2004-2005 Net cost of Department</b>	<b>818.8</b>

**Table 5: Contingent Liabilities**

Contingent Liability - Litigation	\$29,947,500
Contingent Liability - Guaranties, Insurance, International Organizations, etc.	\$0
<b>Total Contingent Liabilities</b>	<b>\$29,947,500</b>

**Table 7: Sources of Respendable and Non-respendable Revenue**

	2002-2003	2003-2004	2004-2005		
<b>Non-respendable Revenue <sup>1</sup></b> (\$ millions)	<b>Actual</b> <b>2002-2003</b>	<b>Actual</b> <b>2003-2004</b>	<b>Planned</b> <b>Revenue</b>	<b>Total</b> <b>Authorities</b>	<b>Actual</b>
<b>Law and Policy Business Line</b>					
Family Order and Agreements	5.0	5.6	5.1	5.1	6.4
Enforcement Assistance Program					
Canadian Firearms Program - Fees <sup>2</sup>	15.5	n/a	n/a	n/a	n/a
Client Departments Cost Recovery <sup>3</sup>	0.0	0.8	0.0	0.0	0.2
<b>Government Client Services Business Line</b>					
Fines and Forfeitures	0.0	1.3	0.4	0.4	1.0
Client-Departments Cost Recovery <sup>3</sup>	0.0	130.4	185.0	185.0	144.0
<b>Administration</b>					
Central Registry of Divorce Proceedings	0.7	0.7	0.8	0.8	0.7
Adjustments to Prior Year's Payable <sup>4</sup>	4.1	0.8	0.0	0.0	39.5
Client Departments Cost Recovery <sup>3</sup>	n/a	n/a	n/a	n/a	1.3
Miscellaneous Revenues	2.9	1.9	1.1	1.1	2.7
<b>Total Non-respendable Revenue</b>	<b>28.2</b>	<b>141.5</b>	<b>192.4</b>	<b>192.4</b>	<b>195.8</b>

1. Revenues collected for Access to Information Inquiries are subject to the User Fees Act and the Treasury Board Secretariat's Policy on Service Standards for External Fees and are reported as such in tables 10-A and 10-B. ATI revenues are included with other Miscellaneous Revenues under the Administration Business Line in Table 7 (above) and amounted to \$7,800 in 2002-2003, \$38,500 in 2003-2004 and \$1,9000 in 2004-2005. All other non-respendable revenues reported above are "non-fee" revenues.

2. Canadian Firearms Program was transferred to PSEPC on April 1, 2003.

3. Recoveries from client departments were not included as a source of revenue in the 2004-2005 RPP.

4. A material adjustment has been made to correct previous year Account Payable and Transfer Payments liabilities in the financial statements. Total liabilities were overstated by \$39,448,919 as at March 31, 2004.

**Table 9: Resource Requirements by Branch/Sector Level**

	Law and Policy Business Line	Government Client Services Business Line	Administration Business Line	Total
<b>Policy and Law Section</b>				
Main Estimates	431.7	0.0	0.0	431.7
Planned Spending	434.7	0.0	0.0	434.7
Total Authorities	422.9	0.0	0.0	422.9
Actual Spending	414.9	0.0	0.0	414.9
<b>Federal Prosecution Service</b>				
Main Estimates	0.0	78.6	0.0	78.6
Planned Spending	0.0	83.2	0.0	83.2
Total Authorities	0.0	78.2	0.0	78.2
Actual Spending	0.0	89.5	0.0	89.5
<b>Legislative Services</b>				
Main Estimates	0.0	17.5	0.0	17.5
Planned Spending	0.0	23.6	0.0	23.6
Total Authorities	0.0	17.6	0.0	17.6
Actual Spending	0.0	23.8	0.0	23.8
<b>Civil Litigation and Public Law</b>				
Main Estimates	0.0	25.0	0.0	25.0
Planned Spending	0.0	17.5	0.0	17.5
Total Authorities	0.0	26.5	0.0	26.5
Actual Spending	0.0	24.1	0.0	24.1
<b>Tax Law Portfolio</b>				
Main Estimates	0.0	47.6	0.0	47.6
Planned Spending	0.0	51.6	0.0	51.6
Total Authorities	0.0	46.3	0.0	46.3
Actual Spending	0.0	44.1	0.0	44.1
<b>Citizenship and Immigration Portfolio</b>				
Main Estimates	0.0	31.4	0.0	31.4
Planned Spending	0.0	33.6	0.0	33.6
Total Authorities	0.0	39.0	0.0	39.0
Actual Spending	0.0	37.2	0.0	37.2
<b>Aboriginal Affairs Portfolio</b>				
Main Estimates	0.0	89.0	0.0	89.0
Planned Spending	0.0	87.9	0.0	87.9
Total Authorities	0.0	90.9	0.0	90.9
Actual Spending	0.0	76.2	0.0	76.2



<b>Business and Regulatory Law Portfolio</b>				
Main Estimates	0.0	149.0	0.0	149.0
Planned Spending	0.0	142.8	0.0	142.8
Total Authorities	0.0	150.4	0.0	150.4
Actual Spending	0.0	93.9	0.0	93.9
<b>Central Agencies Portfolio</b>				
Main Estimates	0.0	14.0	0.0	14.0
Planned Spending	0.0	13.8	0.0	13.8
Total Authorities	0.0	13.9	0.0	13.9
Actual Spending	0.0	9.2	0.0	9.2
<b>Administration Portfolio</b>				
Main Estimates	0.0	40.4	0.0	40.4
Planned Spending	0.0	41.6	0.0	41.6
Total Authorities	0.0	39.0	0.0	39.0
Actual Spending	0.0	57.5	0.0	57.5
<b>Other <sup>1</sup></b>				
Main Estimates	0.0	1.3	0.0	1.3
Planned Spending	0.0	1.4	4.0	5.4
Total Authorities	0.0	1.3	0.0	1.3
Actual Spending	0.0	2.2	4.6	6.8
<b>Enablers <sup>2</sup></b>				
Main Estimates	0.0	0.0	79.3	79.3
Planned Spending	0.0	0.0	75.3	75.3
Total Authorities	0.0	0.0	81.2	81.2
Actual Spending	0.0	0.0	65.8	65.8
<b>Total Department</b>				
Main Estimates	431.7	493.8	79.3	1,004.8
Planned Spending	434.7	497.1	79.3	1,011.1
Total Authorities	422.9	503.1	81.2	1,007.2
Actual Spending	414.9	457.7	70.4	943.0

1. "Other" includes Chief General Counsel, International Co-operation Group, Dispute Resolution Project, Francophonie Matters, Official Languages Law Group, POLAJ (spell out), Contraventions Project, and Family Law Assistance.

2. "Enablers" include Senior Management & Support, Corporate Services and Communications.

3. Actual spending (\$943 million) was \$68 million (7percent) less than planned (\$1,011 million). The under-spending is largely attributable to the following two factors: 1) the amount spent and recovered from client departments and agencies for the provision of legal services was almost \$40 million less than the maximum amount authorized by the Treasury Board and 2) the Department contributed \$23 million to the government-wide \$1-billion reallocation exercise announced in the 2003 Budget. The amount of Justice's required contribution had not yet been confirmed when planned spending figures were reported in the 2004-2005 Report on Plans and Priorities. Slower than anticipated take-up by jurisdictions on Grants and Contributions programs accounted for \$16 million of Justice's total \$23-million contribution. Operating efficiencies throughout most of the Department accounted for the remaining \$7 million.



Table 10-A: 2004-2005 User Fees Reporting - User Fees Act

				2004-2005				Planning Years			
A. User Fee	Fee Type	Fee Setting Authority	Date Last Modified	Forecast Revenue (\$000)	Actual Revenue (\$000)	Full Cost (\$000)	Perfor- mance Standard	Perfor- mance Results	Fiscal Year	Forecast Revenue (\$000)	Estimated Full Cost (\$000)
Fees charged for the proces- sing of access requests filed under the Access to Information Act	Other Products and Services	Access to Informa- tion Act	1992	n/a	\$1.9	\$1,494	Framework under development by TBS.  <i>More info: http://lois .justice.gc. ca/en/a-1 /8.html</i>	Statutory deadlines met 53 percent of the time	2005-06	\$2.5	\$1,867
									2006-07	\$3.0	\$1,963
									2007-08	\$3.0	\$2,003

**Note 1:** Full cost reflects the cost of the Access to Information and Privacy (ATIP) Office in Justice. The role of the ATIP Office is to respond to all formal requests that are made to the Department of Justice, in accordance with the Access to Information Act and the Privacy Act. The DOJ ATIP Office has an expanded role that exceeds that of other government departments. In addition to processing requests, Justice's ATIP Office responds to consultations from other government institutions regarding solicitor client information for the government as a whole.

**B. Date Last Modified:** N/A

**C. Other Information:** N/A



Table 10-B-B: 2004-2005 User Fee Reporting Template – Policy on Service Standards for External Fees

A. External Fee	Service Standard	Performance Result	Stakeholder Consultation
Fees charged for the processing of access requests filed under the Access to Information Act	Framework under development by TBS.  <i>More info: <a href="http://lois.justice.gc.ca/en/la-1/8.html">http://lois.justice.gc.ca/en/la-1/8.html</a></i>	Statutory deadlines met 53 percent of the time	The service standard is established by the Access to Information Act and the Access to Information Regulations. Consultations with stakeholders were undertaken for amendments made in 1986 and 1992.
Family Orders and Agreements Enforcement Assistance (Interceptions)	All tracing applications responded to within 2 weeks	100 percent met	Informal feedback and general day-to-day interactions with clients and stakeholders, including provincial and territorial maintenance and enforcement programs, courts, creditors and other federal government partners, indicate a high level of satisfaction with the services provided under both the Family Orders and Agreements Enforcement Assistance and Central Registry of Divorce Proceedings programs.  A client satisfaction survey was launched in January 2005 to provide a more formal assessment of client satisfaction with service standards, levels and accessibility. Results are currently being compiled but preliminary findings indicate strong levels of satisfaction.
	All garnishee applications in effect within 35 days after receipt	100 percent met	
	All license denial applications in effect within 2 weeks after receipt	100 percent met	
	All enforcement program enquiries responded to within 24 hours	Approximately 90 percent met (1)	
Central Registry of Divorce Proceedings	All public enquiries responded to within 48 hours	Approximately 90 percent met (1)	
	All clearance certificates issued 4 weeks after receipt of application	Approximately 85 percent met (1)	
	All telephone enquiries responded to within 24 hours and written enquiries within 5 working days	90 percent met	

**Note**

(1) These statistics are not captured by the current system. The related activities are monitored on a manual (supervisory) basis. The percentages provided represent a knowledgeable estimate.

**B. Other Information:****Family Orders and Agreements Enforcement Assistance (Interceptions) fees**

The Department receives applications from provincial and territorial authorities under Part II of the Family Orders and Agreement Enforcement and Assistance Act to intercept federal payments (such as employment insurance benefits, income tax refunds and Canada Pension Plan payments) in order to satisfy family support orders. The Department collects a fee of \$190 for each request (which covers the entire 5-year period of the garnishment) to cover the administrative costs of responding to these requests. The fee is collected in annual instalments of \$38 for each garnishment action. In 2004-2005, in excess of 160,000 applications were processed and fees totalling \$6.4 million were collected.

**Central Registry of Divorce Proceedings fees**

The Department also maintains a Central Registry of Divorce Proceedings, aimed at preventing duplication of divorce proceedings in courts across Canada. Courts handling divorce proceedings complete and submit a form, and the information is recorded in a database. Divorce files are then checked to detect any duplication of proceedings. If no duplication is found, a "Clearance Certificate" is issued, allowing the proceeding to continue. A fee of \$10 is charged for each form. The courts are compensated \$3 for each form, once the proceeding is cleared. In fiscal 2004-2005, 79,281 divorce proceedings forms were received and fees totalling \$0.7 million were collected. Work is currently underway to do a complete review of the amount of the fee to ensure it properly reflects the cost of the service provided. It is anticipated that this work will be complete by the 2005-2006 fiscal year.

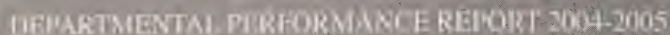
**Table 14: Details on Transfer Payments Programs**

1) Name of Transfer Payment Program: <b>Legal Aid Program</b>		
2) Start Date: April 1, 2003, for current Legal Aid agreements	3) End Date: March 31, 2006 for current Legal Aid agreements.	4) Total Funding: Vote 5 only: \$126,854,033 (2004-2005) \$116,897,948 (2003-2004) \$102,871,151 (2002-2003)
<p>5) Description of Transfer Payment Program (TPP):</p> <p>The components of the Legal Aid Renewal Strategy (2003-2006) include:</p> <p><b>1.0 Legal Aid Base Funding – Provinces</b> Over the course of the three-year agreement, the federal government will contribute toward the costs of delivering legal aid services for economically disadvantaged people accused of serious criminal offences and youths charged under the <i>Youth Criminal Justice Act</i>.</p> <p><b>2.0 Investment Fund</b> The goal of the Investment Fund is to address unmet needs in criminal legal aid (and civil legal aid in the territories).</p> <p><b>3.0 Immigration and Refugee (I&amp;R) Legal Aid</b> Under the three-year agreement, resources are provided to participating jurisdictions that provide I&amp;R legal aid.</p> <p><b>4.0 Management of Federal Court-ordered Counsel (FCOC) Cases</b></p> <p><b>5.0 Legal Aid Policy Development</b> Legal aid policy development builds on the lessons learned from the two-year research program under the Legal Aid Project (2001-03), the ongoing performance measurement and evaluation of the Investment Fund initiatives, and the results of the civil legal aid research and pilot projects.</p> <p><i>Results Achieved</i></p> <ul style="list-style-type: none"> <li>As a result of these contribution agreements, in FY 2003-2004 (the latest year for which data are available), 244,765 full-service legal aid applications in criminal matters were approved in Canada and an additional 1,027,155 in-court duty counsel services were provided.</li> <li>Through the Investment Fund, the Department has been able to increase access to legal aid services, particularly at the “front end” of the criminal justice system. During the reporting period, more than 100 initiatives were funded across the country.</li> <li>Four of the Investment Fund priorities represented 73.4 percent of the projects: early access to legal aid services, 28.4 percent; service diversification, 22.5 percent; Aboriginal people, 13.7 percent; and special needs, 8.8 percent. Each of the territories implemented at least one civil legal aid project. Nearly half of the projects with an official language component are linked to other Investment Fund priorities (e.g., bilingual Bridges duty counsel; call centre that serves people in multiple languages, including both official languages)</li> </ul>		



	8) Actual Spending 2002-2003	9) Actual Spending 2003-2004	10) Planned Spending 2004-2005	11) Total Authorities 2004-2005	12) Actual Spending 2004-2005	13) Variance(s) between 10 and 12
Strategic Outcome and Priority Name						
Total Grants						
Total Con- tributions	102,930,007	116,897,948	127,427,507	127,427,507	126,854,033	573,474
Total Other Transfer payments						
16) <b>Total TPP</b>						
17) Comments on Variances Adjustment in relation to \$1 billion government-wide exercise.						

1) Name of Transfer Payment Program: <b>Youth Justice Services Program</b>						
2) Start Date: April 1, 2000		3) End Date: Ongoing		4) Total Funding: \$950,628,502 (April 1, 2000 to March 31, 2005)		
5) Description of Transfer Payment Program: This ongoing program works in conjunction with and in support of the Youth Justice Renewal Initiative to provide financial assistance for the provinces and territories in their delivery of a youth justice system that relies less on court-based responses to youth crime and less on custodial sentences for non-violent crime.						
6) Objective(s), Expected Result(s) and Outcomes: A fair and effective youth justice system that targets the most serious interventions for the more serious offences and finds constructive community-based options for less serious offences, resulting in reduced reliance on the youth court system and the use of custody and detention. Long-term indicators will include decreases in per capita rates of youth entering the youth court system as well as decreases in per capita rates of secure custody, open custody and remand.						
7) Results Achieved or Progress Made: Thanks in part to new investments by provinces and territories in community-based programming, the average custody population, excluding Ontario, went down by 25 percent, from 2,569 in 1998-99 to 1,939 in 2002-2003 according to Canadian Centre for Justice Statistics (CCJS) statistics.						
	8) Actual Spending 2002-2003	9) Actual Spending 2003-2004	10) Planned Spending 2004-2005	11) Total Authorities 2004-2005	12) Actual Spending 2004-2005	13) Variance(s) between 10 and 12
14) Strategic Outcome and Priority Name						



Total Grants						
Total Contributions	\$196,515,059	\$195,702,596	\$188,652,100	\$188,652,100	\$188,652,100	
Total Other Transfer Payments						
16) <b>Total TPP</b>	\$196,515,059	\$195,702,596	\$188,652,100	\$188,652,100	\$188,652,100	
17) Comments on Variances:						

1) Name of Transfer Payment Program: <b>Youth Justice Intensive Rehabilitative Custody and Supervision Order (IRCS) Program.</b>						
2) Start Date: April 1, 2002		3) End Date: Ongoing		4) Total Funding: \$ 4,939,250		
5) Description of Transfer Payment Program: In conjunction with, and in support of, the Youth Justice Renewal Initiative, these transfer payments assist the provinces and territories in providing the specialized therapeutic programs required for the administration of the new sentencing option known as the Intensive Rehabilitative Custody and Supervision Order (see ss. 42(2)(r) and 42(7) of the Youth Criminal Justice Act).						
6) Objective(s), Expected Result(s) and Outcomes: Intensive Rehabilitative Custody and Supervision Orders						
7) Results Achieved or Progress Made: As of March 31, 2005, eight IRCS orders had been issued by the courts.						
	8) Actual Spending 2002-2003	9) Actual Spending 2003-2004	10) Planned Spending 2004-2005	11) Total Authorities 2004-2005	12) Actual Spending 2004-2005	13) Variance(s) between 10 and 12
14) Strategic Outcome and Priority Name						
Total Grants						
Total Contributions	\$1,475,000	\$1,520,100	\$9,906,500	\$9,906,500	\$1,944,150	\$7,962,350
Total Other Transfer Payments						
16) <b>Total TPP</b>	\$1,475,000	\$1,520,100	\$9,906,500	\$9,906,500	\$1,944,150	\$7,962,350
17) Comments on Variances: The number of IRCS orders issued by the courts is lower than initially anticipated. An adjustment of \$7.8 million was also made in relation to the government-wide \$1-billion reallocation exercise.						



1) Name of Transfer Payment Program: <b>Child-centred Family Justice Fund</b>		
2) Start Date: April 1, 2003	3) End Date: March 31, 2008	4) Total Funding: \$30,924,969 (April 1, 2003 to March 31, 2005)
5) Description of Transfer Payment Program: The Child-centred Family Justice Fund (CCFJF) is one of the three pillars of the Child-centred Family Justice Strategy. While the federal government does not provide direct services to separated and divorced parents since the provinces and territories are responsible for the administration of justice, the Department of Justice is committed to assisting and promoting the development, expansion and maintenance of such services through the CCFJF.		
6) Objective(s), Expected Result(s) and Outcomes:  The broad policy objective is to help develop and maintain a child-centred family justice system that: <ul style="list-style-type: none"> <li>• Minimizes the potentially negative impact of separation and divorce on children;</li> <li>• Provides parents with the tools they need to reach parenting arrangements that are in the child's best interests;</li> <li>• Ensures that the legal process is less adversarial; only the most difficult cases will go to court.</li> </ul> The expected final results of the CCFJF are as follows: <ul style="list-style-type: none"> <li>• Decisions are tailored to the individual needs of children;</li> <li>• The family justice system facilitates the timely resolution of family law matters;</li> <li>• There is increased compliance with parenting arrangements and child support obligations.</li> </ul> Direct outcomes: <ul style="list-style-type: none"> <li>• Expanded child-centred family justice services are provided by provinces and territories, including processes for changing parenting arrangements and child support obligations;</li> <li>• Increased use of family justice services by parents and children.</li> </ul>		
7) Results Achieved or Progress Made: <ul style="list-style-type: none"> <li>• Building on the considerable service enhancements of the Fund's first year, there was continued advancement in the development, delivery and performance measurement of family justice services in the second year of the Fund. Over 35 programs and services were maintained by the provinces and territories in 2004-2005 through Fund contributions, while six expansions/enhancements of services took place and at least four new services were made available.</li> </ul>		



- New and expanded services include education for children, such as the highly successful “Positive Parenting from Two Homes: For Kids!” in Prince Edward Island and other services targeting parents such as the High Conflict Parent Education Program with Supervised Access/ Exchange clients in Saskatchewan. Several jurisdictions have used their allocations to create or expand mediation and various types of alternative dispute resolution programs to facilitate a less adversarial resolution of family justice matters.
- A mid-term evaluation was recently undertaken to assess the progress of the Strategy, including implementation of the Fund. Some of the preliminary conclusions are noted in Section 18 below.

	8) Actual Spending 2002-2003	9) Actual Spending 2003-2004	10) Planned Spending 2004-2005	11) Total Authorities 2004-2005	12) Actual Spending 2004-2005	13) Variance(s) between 10 and 12
14) Strategic Outcome #1, Fair, relevant and accessible justice system that reflects Canadian values.						
Total Grants	\$46,151	\$0	\$50,000	\$50,000	\$10,000	\$40,000
Total Contributions	\$15,859,887	\$15,140,001	\$16,029,500	\$16,029,500	\$15,774,968	\$254,532
Total Other Transfer Payments						
16) <b>Total TPP</b>	\$15,906,038	\$15,140,001	\$16,079,500	\$16,079,500	\$15,784,968	\$294,532

17) Comments on Variances: Funding under the Pilot Projects and Public Legal Education and Information and Professional Training components of the Fund was not available in 2003-2004 and, when it was reinstated in FY 2004-2005, delays caused by lengthy start-up procedures resulted in the variance in spending. Also, there was an adjustment of \$0.25 million in relation to the government-wide \$1-billion reallocation exercise.



1) Name of Transfer Payment Program: <b>Aboriginal Justice Strategy Fund</b>		
2) Start Date: 2002-2003	3) End Date: 2006-2007	4) Total Funding: \$11,232,539 x 5 years = \$56,162,695
5) Description of Transfer Payment Program: The fund provides contribution funding for community based programs, for training and development, and self-government capacity building. Grant funding is provided for training and development activities where the recipient can satisfy the accountability and control requirements prior to approval of the proposal.		
<p>6) Objective(s), expected result(s) and outcomes:</p> <p>The objectives of the Community Based Programs component are:</p> <ul style="list-style-type: none"> <li>• to give Aboriginal people the opportunity to assume greater responsibility for the administration of justice in their communities</li> <li>• to foster improved responsiveness, fairness, inclusiveness, and effectiveness of the justice system with respect to justice and its administration so as to meet the needs and aspirations of Aboriginal people in the areas of appropriate models for: <ul style="list-style-type: none"> <li>a) diversion;</li> <li>b) development of pre-sentencing options;</li> <li>c) sentencing alternatives (circles);</li> <li>d) use of justices of the peace;</li> <li>e) family and civil mediation, and additional community services such as victim support or offender reintegration services, where affiliated with a successful program under any of the above; <ul style="list-style-type: none"> <li>• to help reduce the rates of crime and incarceration among Aboriginal people in communities with cost-shared programs.</li> </ul> </li> </ul> </li> </ul> <p>The objectives of the Training and Development component are:</p> <ul style="list-style-type: none"> <li>• to address the training and/or development needs of Aboriginal communities that currently do not have community-based programs funded through the Strategy;</li> <li>• to supplement the on-going training needs of current community-based programs where the cost-shared budget does not adequately meet these needs;</li> <li>• to support the development of new programs, paying particular attention to:</li> <li>• the current geographic/regional imbalance in programming;</li> <li>• the commitment to develop new programs in the under-represented program models such as dispute resolution for civil and family/child welfare;</li> <li>• to support women's role in restorative justice initiatives;</li> <li>• to support victim's role in restorative justice initiatives;</li> <li>• to support one-time or annual events and initiatives (as opposed to ongoing projects and programs) that build bridges, trust and partnerships between the mainstream justice system and Aboriginal communities; and</li> <li>• to support evaluation activities.</li> </ul> <p>The objectives of the Self-Government Capacity Building component are:</p> <ul style="list-style-type: none"> <li>• to develop and disseminate information to Aboriginal communities about effective approaches to the administration and enforcement of laws;</li> <li>• to assist Aboriginal governments to develop the necessary capacity to develop, administer and enforce their laws;</li> <li>• to assist Aboriginal communities to understand the civil and regulatory aspects of the Canadian justice system;</li> <li>• to assist Aboriginal communities who are in self-government negotiations to enhance capacity and to develop models [which may operate as mechanisms or processes] for the enforcement of their laws.</li> </ul>		



The key expected results of the AJS, including all three components of the Fund, are:

**Immediate Outcomes**

- Improved community capacity to deal with justice issues
- Improved acceptance and collaboration amongst justice stakeholders
- Informed and knowledgeable stakeholders
- Increased public awareness of Aboriginal justice issues

**Intermediate Outcomes**

- Improved service delivery, community awareness and participation
- Positive change in community attitude towards the justice system through outreach
- Improved justice policy development affecting Aboriginal people

**Ultimate Outcomes**

- Increased Aboriginal community responsibility for local administration of justice
- Mainstream justice is responsive to the needs of Aboriginal people
- Reduced victimization, crime and incarceration in communities operating a community justice program

**7. Achieved Results or progress made:**

- Data collection for the mid-term evaluation of the AJS indicated that respondents reported greater mainstream justice system awareness and recognition; greater ownership and control of involvement in community justice; more networking and information exchange; and more resource sharing with other community services
- In 2004-2005, the AJS provided funds to 85 community-based justice projects in all 13 provinces and territories, delivering services to 451 communities. By comparison, in 1996-1997 (its first year of operation), the AJS provided funds to 26 community-based justice projects in six provinces and one territory.
- In 1996-1997, 20 of 26 community-based justice projects funded by the AJS reported that they had links with other social and justice agencies in their communities. In 2004-2005, all 54 of the community-based justice projects that had provided annual activity reports to the Aboriginal Justice Directorate by June 27, 2005, reported their links to other community agencies in detail.
- Finally, in 1996-1997, the 26 community-based projects funded by the AJS reported 798 referrals from the mainstream justice system, an average of 31 referrals per program. These figures include pre- and post-charge diversion, cases referred to communities for sentencing circles, and family mediation and child welfare cases referred to alternative community programs. In 2004-2005, the number of referrals had grown to 5,548 for the 54 AJS projects that has provided annual activity reports by June 27, 2005 – an average of 103 per project.

The Aboriginal Justice Directorate requests mid-year and in some cases, quarterly statistics from the projects it supports. As a result of projects reporting little or no activity in 2003-2004 or in the first half of 2004-2005, Aboriginal Justice and the co-funding province cut funds to two projects. This ongoing review and assessment of the results of AJS-supported projects has led to other shut-downs over the years, either at the request of the province or on the initiative of Aboriginal Justice.



	8) Actual Spending 2002-2003	9) Actual Spending 2003-2004	10) Planned Spending 2004-2005	11) Total Authorities 2004-2005	12) Actual Spending 2004-2005	12) Variance(s) between 10 and 12
14)						
Total Grants	\$120,700	-	\$100,000	\$100,000	\$100,000	0
Total Con- tributions	\$6,859,800	\$6,873,200	\$7,350,000	\$7,213,400	\$7,041,500	-\$308,500 (0.04%)
Total Other Transfer Payments						
16) <b>Total TPP</b>	\$6,980,500	\$6,873,200	\$7,450,000	\$7,313,400	\$7,141,500	-\$308,500 (0.04%)
17) Comments on Variances: Actual spending was broadly in line with planned spending.						
18) Significant Evaluation Findings and URL to last evaluation:						

**Table 17: Response to Parliamentary Committees, Audits and Evaluations for RY 2004-2005**

Response to Parliamentary Committees
<p><b>Standing Committee on Justice, Human Rights, Public Safety and Emergency Preparedness</b> - Report 1 (37th Parliament, 3rd session)</p> <p><b>Summary:</b> This report, entitled <i>Improving the Supreme Court of Canada Appointments Process</i> (Adopted by Committee on May 4, 2004; Presented to the House on May 10, 2004), describes the Committee's findings regarding the judicial appointment and puts forth eight recommendations. Recommendations 1, 7 and 8 are directed at the Department of Justice.</p> <p><b>Recommendation 1:</b> The Committee recommends that the Minister of Justice appear in public before the House of Commons Standing Committee on Justice, Human Rights, Public Safety and Emergency Preparedness to explain the process by which the current vacancies on the Supreme Court were filled and the qualifications of the two appointees.</p> <p><b>Recommendation 7:</b> The Committee recommends that the advisory committee provide the Minister of Justice with a confidential short list of candidates from which a Supreme Court of Canada Justice may be selected.</p> <p><b>Recommendation 8:</b> The Committee recommends that, once an appointment has been made by the Governor in Council from the list provided by the advisory committee, the Chair of the advisory committee and/or the Minister of Justice appear before the House of Commons Standing Committee on Justice, Human Rights, Public Safety and Emergency Preparedness to explain the process by which the appointee was selected and that person's qualifications.</p> <p><b>Response:</b> The Minister of Justice appeared before the Committee on April 7, 2005 (meeting 30) to discuss the judicial appointment process. Issues included a set of framework principles, practical considerations as well as the government's proposal to reform the Supreme Court of Canada Appointments Process. ( English - <a href="http://canada.justice.gc.ca/en/dept/pub/scc/index.html">http://canada.justice.gc.ca/en/dept/pub/scc/index.html</a> and French - <a href="http://canada.justice.gc.ca/fr/dept/pub/scc/index.html">http://canada.justice.gc.ca/fr/dept/pub/scc/index.html</a>.)</p>
Response to the Auditor General
None during the reporting period
External Audits
None during the reporting period



#### Internal Audits

**1. Audit of the Atlantic Regional Office (ARO)**

(approved by the Audit and Evaluation Committee in February 2005)

The audit assessed the adequacy of the management framework in place in the ARO, the appropriateness of the mix of resources, the structure in place for agent supervision, and the level of client satisfaction with agent work.

**2. Audit of GASPARD** (approved by the Audit and Evaluation Committee in February 2005)

The audit assessed the management of the system and the appropriateness of resource and budget allocations; the extent to which GASPARD meets user requirements and the reliability and usefulness of information produced; the suitability of training and support for users; the extent to which GASPARD has a clearly defined purpose and scope; and the adequacy of privacy and security measures.

**3. Audit of LOPORS** (approved by the Audit and Evaluation Committee in February 2005)

The audit assessed the management of the system and the appropriateness of resource and budget allocations; the extent to which LOPORS meets user requirements and the reliability and usefulness of information produced; the suitability of training and support for users; the extent to which LOPORS has a clearly defined purpose and scope; and the adequacy of privacy and security measures.

**4. Audit of Professional Development Directorate (PDD)**

(approved by the Audit and Evaluation Committee in June 2004)

The audit assessed the adequacy of the management framework in place, the quality of the products offered, the effectiveness of communication processes, and the Directorate's ability to assess the quality of training provided.

**5. Audit of Regional Security** (approved by the Audit and Evaluation Committee in June 2004)

The audit assessed the management framework and security measures in place in the following regional offices: Prairie Region (Edmonton and Winnipeg), Northern Region (Whitehorse), and Quebec Region (Montreal). The audit also assessed the level of functional direction provided by Headquarters to these regional offices.

**6. Audit of Facilities Management**

(approved by the Audit and Evaluation Committee in October 2004)

The audit assessed the management control framework and operations of the Department's facilities management function which included the activities of the two facilities management divisions at Headquarters and the facilities management function in the Edmonton, Iqaluit, Montreal and Saskatoon offices.



## Evaluations

### 1. The Evaluation of the Victims of Crime Initiative

- All stakeholders having taken part in the VCI evaluation felt that this program should be a priority for the Government of Canada. The relevance of this program has gotten support from the highest political and administrative levels of the government and public service with an interest in victims' issues.
- The VCI has been extremely successful in achieving several of its outcomes and objectives. This success is due in part to the participation of PCVI, to the commitment and cooperation of all provinces and territories, and to the support of other federal departments with responsibility for victims issues.
- Positive and demonstrable impacts were evident in the policy and legislative instruments used by the VCI (e.g. FPTWG, research and policy activities), as well as through grant and contribution funding, which has increased access to services, led to innovative approaches to help victims of crime, created more awareness about the rights of victims, enhanced capacity among service providers, created more integrated approaches to policy on victims' issues, and provided more effective responses to the needs of victims of crime.
- External factors such as jurisdiction and lack of clarity on the meaning of some terms used in the evaluation framework or the nature of responding to issues related to victims of crime should be taken into account when trying to measure the impact of the VCI in regard to the success its key outcomes. These factors are unrelated to the effort and commitment of those implementing and working with the VCI.

**The full report has not yet been posted to the website. However there is a link to the summary report, recommendations and management response**

**Hotlink for English:** [www.justice.gc.ca/en/ps/eval/reports/04/vic/vic.pdf](http://www.justice.gc.ca/en/ps/eval/reports/04/vic/vic.pdf)

**Hotlink for French:** [www.justice.gc.ca/fr/ps/eval/reports/04/vic/vic.pdf](http://www.justice.gc.ca/fr/ps/eval/reports/04/vic/vic.pdf)

### 2. DOJ Mid-term Evaluation Summary Report – Measures to Combat Organized Crime

- The evaluation shows that the objectives of the initiative continue to be relevant although it is difficult to assess extent of implementation because of the limited availability of financial and performance measurement information. However, progress has been made towards achieving Initiative objectives. While Bill C-24 training has increased knowledge and understanding of organized crime issues and tools, it remains too early to fully assess effectiveness of the Initiative since it takes many years for prosecutions to conclude. That being said, current resource levels and allocation may influence future effectiveness due to the complexity of the cases.

#### *Recommendations*

Federal Prosecution Service and Criminal Law Policy Section prepared management responses to the evaluation recommendations (7), addressing the following key issues:

- Limited availability of financial and performance information;
  - **Financial information at the activity level**
  - **Performance information including training data, develop standardized systems for ongoing monitoring and continue to identify files in Caseview/iCase**
- Intensive Federal Prosecution Strategy needs to be reviewed, in particular the resource mix, as it was not implemented as originally designed;
- Internal communication strategy is required as there is a lack of awareness of the Initiative and what is being done at HQ especially in the regions);
- Continued work with the RCMP in the area of disclosure management is required (implementation of disclosure management is seen as lagging since barriers exist at the front line between RCMP and DOJ)
- Continued internal consultation is required, in particular with regional offices, on the development of organized crime policies and legislation

**English:** [www.justice.gc.ca/en/ps/eval/reports/04/mcoc/mcoc.html](http://www.justice.gc.ca/en/ps/eval/reports/04/mcoc/mcoc.html)

**French:** [www.justice.gc.ca/fr/ps/eval/reports/04/mcoc/mcoc.html](http://www.justice.gc.ca/fr/ps/eval/reports/04/mcoc/mcoc.html)



Table 18 Sustainable Development Strategy (SDS)

Department/Agency: Department of Justice	
Points to address	Departmental Input
1. What are the key goals, objectives, and/or long-term targets of the SDS?	<ul style="list-style-type: none"> <li>• Strengthen knowledge and awareness of sustainable development</li> <li>• Integrate consideration of sustainable development into the Department's business</li> <li>• Improve environmental sustainability of operations</li> </ul>
2. How do your key goals, objectives and/or long-term targets help achieve your department's/ agency's strategic outcomes?	<p><b>Strategic Outcome 1: A Fair, Relevant and Accessible Justice System that Reflects Canadian Values</b></p> <ul style="list-style-type: none"> <li>• By raising awareness and knowledge of sustainable development principles and applying these principles in policy decision-making and in program management, and by integrating them in our everyday business operations, the Department will ensure a fairer, more appropriate and more accessible justice system for all Canadians. Application of these principles is also reflective of the trends in Canadian values in recent years.</li> </ul> <p><b>Strategic Outcome 2: A Safer, More Secure Society</b></p> <ul style="list-style-type: none"> <li>• By conducting more rigorous research on the long-term impacts of environmental degradation, global social and economic changes on Canada's justice system, the Department will be able to contribute proactively to ensuring greater safety and security of individuals and their communities (for example, provide better support and ensure greater safety of Aboriginal communities, once the Northwest passage is open for sea traffic).</li> </ul> <p><b>Strategic Outcome 3: High-quality Legal Services to Support the Federal Government</b></p> <ul style="list-style-type: none"> <li>• By integrating sustainable development principles and commitments into the work of legal advisors and federal prosecutors, service will be more responsive to the needs of client departments and consistent with the values of Canadians and national and international commitments.</li> </ul>
3. What were your targets for the reporting period?	<ul style="list-style-type: none"> <li>• Develop implementation plan and establish implementation team</li> <li>• Gauge awareness of sustainable development and identify areas of best practices, areas for improvement and new activities that Department can undertake to increase contribution to sustainable development</li> <li>• Develop and implement various communications tools to engage employees in sustainable development activities</li> </ul>
4. What is your progress (this includes outcomes achieved in relation to objectives and progress on targets) to date?	<ul style="list-style-type: none"> <li>• Implementation plan in place and regularly monitored for progress</li> <li>• A short survey and nine focus groups with close to 100 employees were conducted, identifying a large number of best practices in the Department, with a substantial number of recommendations for improvements that will be pursued and implemented, as appropriate</li> <li>• The Department of Justice sustainable development web site was redesigned (with the number of visits increasing from 500 in January 2004 to over 10,000 in April 2005)</li> <li>• Sustainable development tips are communicated to employees on a monthly basis to raise awareness and encourage positive changes in behaviour</li> </ul>



	<ul style="list-style-type: none"><li>• Six events related to sustainable development were held (including Environment week, Earth Day, Commuter challenge), attracting large numbers of employees</li><li>• Three prominent guest speakers were invited to address sustainable development-related topics with Department's employees and shared suggestions for best practices that the Department can adopt to increase its contribution to sustainable development</li><li>• A number of environmental protection activities have been undertaken to reduce the Department's physical "footprint" on our environment, including the use of environmentallyfriendly paints and cleaners; encouraging "green" procurement, more efficient use of office space and furniture, information technology improvements to reduce costs and energy use, and paper use reduction – more electronic data storage, double-sided printing and photocopying</li></ul>
5. What adjustments have you made, if any? (To better set the context for this information, discuss how lessons learned have influenced your adjustments)	<ul style="list-style-type: none"><li>• Greater emphasis and more human and financial resources are being dedicated to an awareness campaign to increase knowledge of sustainable development and engage all employees in the Department in supporting the concept</li><li>• Clearer and stronger support from senior management is being sought</li></ul>



## Table 21: Service Improvement Initiative

The Treasury Board of Canada, through the Service Improvement Initiative, committed the Government to achieve, at a minimum, a 10 percent increase in client satisfaction with key, significant direct service delivery activities by the year 2005.

### Department of Justice programs covered by the Service Improvement Initiative

The Department of Justice identified the following three services as falling within the Government's Service Improvement Initiative:

- Family Orders and Agreements Enforcement Assistance (FOAEA);
- Central Registry of Divorce Proceedings (CRDP);
- Garnishment, Attachment and Pension Diversion Act Registry (GAPDA).

Justice works closely with, and provides services to, the provinces and territories under formal and informal agreements. FOAEA, CRDP and GAPDA services are authorized mainly under three federal acts: the *Family Orders and Agreement Enforcement Assistance Act*; *Garnishment Attachment and Pension Diversion Act*, and *Regulations under the Divorce Act*.

Other statutes, such as the *Access to Information Act*, the *Privacy Act*, the *Financial Administration Act* and the *Statistics Canada Act*, also influence operations.

Family Orders and Agreements Enforcement Assistance services
<ul style="list-style-type: none"> <li>• trace individuals in default of a family provision</li> <li>• intercept federal payments that would otherwise go to individuals who are in default of their family support obligations</li> <li>• order the suspension or denial of federal licenses and passports</li> <li>• operate an Automated Information System, linked to a 1-800 number</li> </ul>
Central Registry of Divorce Proceedings services
<ul style="list-style-type: none"> <li>• maintain a nationwide registry of divorce applications and prevent duplicate proceedings in different courts</li> </ul>
Garnishment, Attachment and Pension Diversion Registry service
<ul style="list-style-type: none"> <li>• permit the garnishment of public servants' salaries and payments to federal contractors within the National Capital Region</li> </ul>



## **Development of Baseline Client Satisfaction Levels and Progress Toward Achieving Satisfaction Targets**

There were no indications of any major client satisfaction issues regarding the FLAS programs even prior to the launch of the Government's Service Improvement Initiative. Informal feedback and day-to-day interactions between the FLAS section and its main clients and stakeholders including provincial and territorial maintenance enforcement programs, courts and creditors, indicated that clients and stakeholders were comfortable with the level of service they received.

Although the Department was fully supportive of the Government's efforts to strengthen public sector capacity to develop baseline satisfaction levels and service level targets and to measure performance towards those targets, other operational priorities within the Department were viewed as more pressing in the earlier stages of the Government's Service Improvement Initiative. Justice's work in the area of measuring client satisfaction and developing action plans for improvement did not begin in earnest until the latter part of 2003-2004. In January 2005, a web site was launched containing client survey questionnaires developed to gather and measure the current level of satisfaction.

Preliminary results indicate that the service levels are significantly high for in all three FLAS service areas. This suggests that further large-scale activities aimed at increasing client satisfaction levels may not be cost-effective.

Nevertheless, the Department will continue to respect the spirit of the Service Improvement Initiative over the next two to three years by confirming baseline client satisfaction levels supported by empirical evidence from survey results and by continuing to identify measures that could be implemented to increase client satisfaction levels.



## Service standards

Service standards for each of the three Justice services that fall within the Government-wide Service Improvement initiative and 2004-2005 performance results are outlined in the table below.

Family Orders and Agreements Enforcement Assistance	
Service Standard	2004-2005 Performance
<ul style="list-style-type: none"> <li>• All tracing applications responded to within two weeks</li> <li>• All garnishee applications in effect within 35 days of receipt</li> <li>• All license denial applications in effect within two weeks</li> <li>• All enforcement program enquiries responded to within 24 hours</li> <li>• All public enquiries responded to within 48 hours</li> </ul>	100 percent met 100 percent met 100 percent met approximately 90 percent met <sup>1</sup> approximately 90 percent met <sup>1</sup>
<b>Central Registry of Divorce Proceedings</b> <ul style="list-style-type: none"> <li>• All clearance certificates issued four weeks after receipt of application</li> <li>• All telephone enquiries responded to within 24 hours and written enquiries within five working days</li> </ul>	approximately 85 percent met <sup>1</sup> 90 percent met
<b>Garnishment, Attachment and Pension Diversion Act Registry</b> <ul style="list-style-type: none"> <li>• All garnishee applications validated and sent to employer departments and confirmation letters sent to courts or enforcement program within five working days of receipt of application</li> <li>• All subsequent documents processed within three working days</li> <li>• All enquiries responded to within 48 hours</li> </ul>	100 percent achieved 100 percent achieved 90 percent achieved

1. These statistics are not captured by the current system. The related activities are monitored on a manual (supervisory) basis. The percentages provided represent a knowledgeable estimate.

## Achievements in Improving Service from a Citizen-centred Perspective

Through partnerships with the provinces and territories, the FLAS Program manages a unique set of services that benefit hundreds of thousands of Canadians including children. Main achievements in improving service include the following:

2003-2004
<ul style="list-style-type: none"> <li>• In conjunction with Family, Children and Youth, undertook an overall review of legislation to support operations and identify amendments that would improve services provided.</li> <li>• Worked with the provinces and territories to implement the new FOAEA system to increase the use of the services</li> </ul>
2004-2005
<ul style="list-style-type: none"> <li>• Completed the re-engineering of the computer system supporting Central Registry of Divorce Proceedings to improve service to the courts</li> <li>• Undertook a program review of FLAS operations to ensure they met the objectives of the legislation and to identify any areas needing improvement</li> </ul>

**Table 22: Horizontal Initiatives – Youth Justice**

Horizontal Initiative						
1. Name of Horizontal Initiative: Youth Justice Renewal Initiative (YJRI)				2. Name of Lead Department: Department of Justice		
3. Start Date of the Horizontal Initiative: June 1999		4. End Date of the Horizontal Initiative: Ongoing		5. Total Federal Funding Allocation: Planned Spending: \$215.2M (4.5M Ops + 210.7M G&C) Actual Spending: \$202.4M (3.0M Ops + 199.4M G&C) Explanation on variances: For G&C: TBS reallocation exercise \$10.3M and lapse \$160K.		
6. Description of the Horizontal Initiative:						
7. Shared Outcome(s): A fair relevant, accessible justice system that reflects Canadian values						
8. Governance Structure: The Youth Justice Policy Section, part of the Criminal Law Policy and Community Justice Branch, was established to operationalize, implement and administer the mandate of the YJRI at the federal level. The General Counsel/Director General of Youth Justice is accountable for the YJRI and provides leadership in the implementation of the YJRI. Provincial/Territorial government stakeholders are involved through the CCSO-YJ which meets three times a year and is a key forum for discussion and coordination of YJRI issues.						
9. Federal Partners Involved in each Program	10. Names of Programs	11. Total Allocation	12. Fore-casted Spending for 2004-2005	13. Actual Spending in 2004-2005	14. Planned Results for 2004-2005	15. Achieved Results in 2004-2005
1.	(a) Youth Justice Intensive Rehabilitative Custody and Supervision Order (IRCS) Program	\$4,939,250	\$9,906,500	\$1,944,150	Intensive Rehabilitative Custody and Supervision Orders	As of March 31, 2005, eight IRCS orders had been issued by the courts.



	(b) Youth Justice Services Program	\$950,628,502 (April 1, 2000 to March 31, 2005)	\$188,652,100	\$188,652,100	A fair and effective youth justice system that targets the most serious interventions for the more serious offences and finds constructive community-based options for less serious offences, resulting in reduced reliance on the youth court system and the use of custody and detention.	Thanks in part to new investments by provinces and territories in community-based programming, the average custody population, excluding Ontario, went down by 25percent, from 2,569 in 1998-1999 to 1,939 in 2002-2003 according to CCJS statistics.
	(c) Youth Justice Renewal Fund	\$84,553,728 (to March 31, 2008)	\$12,101,400	\$9,005,941	The main objective of funding under the YJRI (including the YJRF) is to encourage a fairer and more effective youth justice system. NGOs and provincial/territorial governments responsible for youth justice have accessed resources to advance the implementation of the YCJA in a manner consistent with federal policy goals.	To date, the charge rate for youth has decreased in 2003 from 2002. There has been an increase in the use of extrajudicial measures by police and the new sentencing options are being used in 20percent of all cases. Finally, the use of custodial sentences has decreased significantly under the new Act.
		Total \$1,040,121,480	Total \$210,360,000	Total \$199,602,191		



16. Comments on Variances: <ul style="list-style-type: none"><li>• IRCS: The number of IRCS orders issued by the courts is much lower than initially anticipated. An adjustment of \$7.8 million was also made in relation to the government-wide \$1-billion reallocation exercise.</li><li>• YJRF: The difference is due to a reduction in the fund of \$2.5M resulting from the TBS reallocation exercise and a lapse of \$0.59M.</li></ul>		
17. Results Achieved by non-federal Partners:		
18. Contact Information: Elizabeth Hendy elizabeth.hendy@justice.gc.ca	19. Approved by: Catherine Latimer catherine.latimer@justice.gc.ca	20. Date Approved

Note: Link to TBS Horizontal Results database <http://www.tbs-sct.gc.ca/rma/cppi-ibdrp/hrdb-rhbd/profile.asp>.

**Table 23: Travel Policies**

Comparison to the TBS Special Travel Authorities	
<b>Travel Policy</b>	<p>The Department of Justice follows the TBS Special Travel Authorities with one exception. The Department imposes further restrictions on the use of business class travel than are provided for under the parameters of the TBS travel policy.</p>
<b>Authority</b>	<p>In December 1997, an Order in Council (OIC) was issued to direct organizations other than Crown corporations with authority to establish their own policies regarding travel and hospitality expenditures on the basis of the TBS <i>Special Travel Authorities</i> and the <i>Hospitality Policy</i> (see PCO OIC 1997-1810). A letter from the Secretary of the Treasury Board also stated that departments and agencies with travel policies that differ from those of TBS are directed to publish their established travel policies in their Departmental Performance Reports their established travel policies and report on the resulting additional costs in comparison with TBS travel policies.</p>
<b>Coverage</b>	<p>The departmental policy on business class travel applies to all managers.</p>
<b>Principal difference in policy provisions</b>	<p>TBS Special Travel Authority Section 6.7 "Business Class Air." authorizes the use of business class air travel for trips of 850 air kilometres or more one way by the following groups and levels and above:</p> <ul style="list-style-type: none"> <li>• outside the National Capital Region: EX-01, LA-2A, PM-MCO 4, GC3 and CGQ3;</li> <li>• in the National Capital Region: EX-02, GX, LA-2B, excluded MD-MOF-4, MD-MSP-3, DS-7A, GC4 and GCQ4 as well as to equivalent senior RCMP and military personnel.</li> </ul> <p>At Justice, the following further restrictions on the use of business class travel by management (EXs and LA-2Bs and LA-3s were introduced in December 2000</p> <ul style="list-style-type: none"> <li>• flight must be for a minimum of three hours duration and in addition, two of the following criteria must be met: <ul style="list-style-type: none"> <li>– employee travels outside his/her regular hours of work</li> <li>– employee works during the flight;</li> <li>– employee must attend an important meeting that day or the following day.</li> </ul> </li> </ul>
<b>Principal financial implications of the difference</b>	<p>Limiting the use of business class travel lowers the overall travel costs for the Department.</p>
Comparison to the TBS Travel Directive, Rates and Allowances	
<b>Travel Policy</b>	<p>The Department of Justice follows the TBS <i>Travel Directive</i>, Rates and Allowances.</p>



## Section IV – Other Items of Interest

### CORPORATE PRIORITIES AND PERFORMANCE

There were four Corporate Service initiatives that were addressed during the reporting period.

#### **Sustainable Funding Regime – Legal Services Review**

The Review of Legal Services to Government is one of the nine reviews identified by the Expenditure Review Sub-Committee (ERC) of the Treasury Board (TB) aimed at identifying and strengthening the management and delivery of government programs and services. The Review was launched in 2004-2005 in collaboration with the Treasury Board Secretariat and has now been completed. The following two key objectives guided this important initiative:

- improve the sustainability of legal services delivery to the Government of Canada by recommending strategies to improve legal services delivery and ensure a sustainable funding regime;
- identify approaches to effectively manage litigation in the federal government through an analysis of litigation drivers and trends, the documentation of best practices for managing the litigation process, and the development of recommendations for improving the efficiency and effectiveness of litigation management.

The joint TBS-Justice Review Team researched and analysed legal services delivery options, including models in other jurisdictions; analysed the cost of legal services in the Government of Canada and the merits of various funding options; conducted a general literature review on litigation trends and drivers in federal and provincial jurisdictions; interviewed federal departments and key stakeholders on litigation trends and drivers and best practices for managing litigation; and identified opportunities for efficiencies in managing the delivery of legal services to government departments.

The Review Team, under the direction of an external advisory committee comprising assistant deputy ministers of key departments, consulted with client departments on four subject areas:

- costing and resourcing legal services in the Government of Canada;
- sustainable delivery and funding of legal services;
- best practices for managing litigation;
- activity and performance reporting.

Findings and results from these consultations helped inform the final Review recommendations.

Recommendations from the Review of Legal Services will be presented to TB Ministers for approval in the fall of 2005. During 2005-2006, the Department of Justice will work closely with the Treasury Board Secretariat and with client departments on the implementation of the final results of the Review.



## **People Development, Management and Diversity**

The success of the Department is directly related to the development of people, management and diversity. A People Development, Management and Diversity Steering Committee has been created and has taken on initiatives such as the Workplace Health Risk Survey. In addition, Dr. Linda Duxbury was retained to advise DOJ on measures that could be taken to address work/life balance issues. This priority steering committee has offered support to the departmental Employment Equity (EE) Steering Committee, which launched many of the initiatives that are now underway. Such initiatives include increased representation of the EE community within the senior management; cultural audits for women and Aboriginal people (with results integrated into the new 2004-07 EE plan); a workshop for managers to increase understanding of mental health issues in the workplace sponsored by the Advisory Committee on Persons with Disabilities and the Professional Development Directorate and support for the Employment Equity Advisory Committees in the achievement of departmental EE goals and continued endorsement of the implementation of various initiatives related to HR modernization and workplace well-being. Finally, DOJ was recently cited as one of nine departments in the federal public service as being representative overall of the four designated groups. DOJ's best practices will be cited in the government's EE report to Parliament.

## **Strategic Information, Accountability and Performance**

The Strategic Information, Accountability and Performance Committee focused on the need to develop a standard approach to inputting, collecting and reporting information. By examining information systems and the Department's ability to measure results, this committee is able to describe performance (both internally and externally) and to assist DOJ managers in making strategic information decisions. By 2006, iCase (a web-based tool that will be used for case management, time-keeping and billing, document generation/management and reporting purposes) will be accessible in offices across the nation and will facilitate the description of department accomplishments. The Committee undertook projects including support for data collection tools such as iCase; collaboration with the Treasury Board-led review of legal services; a detailed study of planning and reporting systems in various strategic functions in other government departments (which will lead to the adoption of MAF and the new MRRS); and active support of Corporate Services in implementing the MRRS (including several workshops with representatives from across the Department who identified performance indicators and projected results for our work).

## **Management of the Volume of Litigation**

With the dramatic increase of demand for Justice's legal services since the 1980s, a group of representatives has been assembled from across the Department to focus on issues such as changes to the role of government



and the use of legal instruments and the increasing complexity of the legal issues government is compelled to address. Since September 2004, this committee has discussed a variety of initiatives and has begun to look at possible solutions to address related issues. Preventing and controlling increases in the volume of litigation, alternatives to prosecution and litigation, and the creation of examining tools and activities to improve data collection are among the themes being examined by the Committee. Over the next few months, it will identify key activities to bring to the DM Team for discussion and support.

### **Gomery Commission**

The Department of Justice received \$2.529 million in 2004-2005, through the Supplementary Estimates B process, to support its requirements as directly related to the Gomery Commission.

The department incurred incremental expenses amounting to \$2.354 million for activities supporting the Commission's work including, for example, management of government-wide document collection in response to requests from the Commission; legal representation of the federal government including current and former Crown servants; provision of legal advice; drafting of final submissions on behalf of the federal government and related support costs.

### **Additional Information about the Department of Justice:**

#### **Contacts for Further Information**

**Media Inquiries:** Communications Branch,  
Telephone: (613) 957-4207;  
Fax: (613) 954-0811.

**Public Inquiries:** Communications Branch,  
Telephone: (613) 957-4222; TDD/TTY:  
(613) 992-4556; Fax: (613) 954-0811.

### **Information Online**

For more information about the management terms used in this document, please consult the **Treasury Board Secretariat's Lexicon for Results-Based Management and Accountability:**

[http://www.tbs-sct.gc.ca/eval/pubs/rmaf-cgrr/rmafcgrr05\\_e.asp](http://www.tbs-sct.gc.ca/eval/pubs/rmaf-cgrr/rmafcgrr05_e.asp).

For more information about the Department of Justice, please consult the following electronic publications:

#### **About the Department of Justice**

<http://www.justice.gc.ca/en/dept/pub/about/index.html>

#### **Department of Justice Evaluation Reports**

<http://www.justice.gc.ca/en/ps/eval/list.html>

#### **Department of Justice Internal Audit Reports**

[http://www.justice.gc.ca/en/dept/pub/audit\\_reports/index.html](http://www.justice.gc.ca/en/dept/pub/audit_reports/index.html)

#### **Departmental Performance Report, 2002-2003**

<http://www.justice.gc.ca/en/dept/pub/dpr/index.html>

#### **Overview of Recent Activities and Achievements, August 2003**

<http://www.justice.gc.ca/en/dept/pub/ach/2003/achieve2003.html>

#### **Report on Plans and Priorities, 2003-2004**

[http://www.justice.gc.ca/en/dept/pub/rpp/2003\\_2004/index.html](http://www.justice.gc.ca/en/dept/pub/rpp/2003_2004/index.html)

#### **Research and Statistics**

<http://www.justice.gc.ca/en/ps/rs/rep/100-e.html>

#### **Strategic Plan, 2001-2005**

[http://www.justice.gc.ca/en/dept/pub/just/strat\\_plan/index.htm](http://www.justice.gc.ca/en/dept/pub/just/strat_plan/index.htm)

#### **Sustainable Development Strategy, 2004-2006**

[http://www.justice.gc.ca/en/dept/pub/sds/04\\_06/index.html](http://www.justice.gc.ca/en/dept/pub/sds/04_06/index.html)



The Department of Justice produces many other publications and reports on a variety of subjects. For a complete listing, please visit the Publications page on our web site: [http://www.justice.gc.ca/en/dept/pub/subject\\_index.html](http://www.justice.gc.ca/en/dept/pub/subject_index.html).

### Legislation Administered by the Department

The Department of Justice exists by virtue of the Department of Justice Act, first passed in 1868. The Act establishes the Department's role and sets out the powers, duties and functions of the Minister of Justice and the Attorney General of Canada.

In addition to this general enabling statute, the Minister and the Department have responsibilities under a number of other laws. These range from fairly routine matters, such as tabling the annual report of an agency in Parliament, to broader responsibilities, such as the obligation to review all government bills and regulations for compliance with the *Canadian Charter of Rights and Freedoms*, the *Canadian Bill of Rights* and the *Statutory Instruments Act*. The laws for which the Minister has sole or shared responsibility to Parliament are listed below.<sup>1</sup>

*Access to Information Act*, R.S. 1985, c. A-1 (responsibility shared with the President of the Treasury Board<sup>2</sup>).

*Annulment of Marriages Act* (Ontario), R.S.C. 1970, c. A-14.

*Anti-Terrorism Act*, S.C. 2001, c. 41.

*Bills of Lading Act*, R.S. 1985, c. B-5 (responsibility shared with the Minister of Transport).

*Canada Evidence Act*, R.S. 1985, c. C-5.

*Canada-United Kingdom Civil and Commercial Judgments Convention Act*, R.S. 1985, c. C-30.

*Canada Prize Act*, R.S.C. 1970, c. P-24.

*Canadian Bill of Rights*, S.C. 1960, c. 44; reprinted in R.S.C. 1985, Appendix III.

*Canadian Human Rights Act*, R.S. 1985, c. H-6.

*Commercial Arbitration Act*, R.S. 1985, c. 17 (2nd Supp.).

*Courts Administration Service Act*, S.C. 2002, c. 8.

*Contraventions Act*, S.C. 1992, c. 47.

*Criminal Code*, R.S. 1985, c. C-46 (responsibility shared with the Solicitor General of Canada,<sup>3</sup> and the Minister of Agriculture and Agri-Food (s. 204)).

*Crown Liability and Proceedings Act*, R.S. 1985, c. C-50.

*Department of Justice Act*, R.S. 1985, c. J-2.

*Divorce Act*, R.S. 1985, c. 3 (2nd Supp.).

*Escheats Act*, R.S. 1985, c. E-13.

*Extradition Act*, S.C. 1999, c. 18.<sup>4</sup>

*Family Orders and Agreements Enforcement Assistance Act*, R.S. 1985, c. 4 (2nd Supp.).

*Federal Courts Act*, R.S. 1985, c. F-7.<sup>5</sup>

*Federal Law-Civil Harmonization Act*, No.1, S.C. 2001, c. 4.

*Firearms Act*, S.C. 1995, c. 39<sup>6</sup>

*Foreign Enlistment Act*, R.S. 1985, c. F-28.

*Foreign Extraterritorial Measures Act*, R.S. 1985, c. F-29.

*Fugitive Offenders Act*, R.S. 1985, c. F-32.<sup>7</sup>

*Garnishment, Attachment and Pension*

*Diversion Act*, R.S. 1985, c. G-2 (responsibility shared with the Minister of National Defence, Minister of Public Works and Government Services, and Minister of Finance<sup>8</sup>).

*Identification of Criminals Act*, R.S. 1985, c. I-1.

*International Sale of Goods Contracts*

*Convention Act*, S.C. 1991, c. 13.

*Interpretation Act*, R.S. 1985, c. I-21.

*Judges Act*, R.S. 1985, c. J-1.

*Law Commission of Canada Act*, S.C. 1996, c. 9.

*Legislative Instruments Re-enactment Act*, S.C. 2002, c. 20.

*Marriage (Prohibited Degrees) Act*, S.C. 1990, c. 46.

*Modernization of Benefits and Obligations Act*, S.C. 2000, c. 12.

*Mutual Legal Assistance in Criminal Matters Act*, R.S. 1985, c. 30 (4th Supp.).

*Official Languages Act*, R.S. 1985, c. 31 (4th Supp.).

*Postal Services Interruption Relief Act*, R.S. 1985, c. P-16.

*Privacy Act*, R.S. 1985, c. P-21 (responsibility shared with the President of the Treasury Board<sup>9</sup>).

*Revised Statutes of Canada, 1985 Act*, R.S. 1985, c. 40 (3rd Supp.).

*Security Offences Act*, R.S. 1985, c. S-7.



*Security of Information Act*, R.S. 1985, c. O-5.  
*State Immunity Act*, R.S. 1985, c. S-18.  
*Statute Revision Act*, R.S. 1985, c. S-20.  
*Statutory Instruments Act*, R.S. 1985, c. S-22.  
*Supreme Court Act*, R.S. 1985, c. S-26.

*United Nations Foreign Arbitral Awards  
Convention Act*, R.S. 1985, c. 16 (2nd Supp.).

*Youth Criminal Justice Act*, S.C. 2002, c. 1  
(replaces *Young Offenders Act*, R.S. 1985, c. Y-1).

*Tax Court of Canada Act*, R.S. 1985, c. T-2.

1. This list, prepared in February 2004, is an unofficial version for information only. The *Canada Gazette* should be consulted for an official list.
2. Responsibility shared with the President of the Treasury Board in the following manner: Minister of Justice (for purposes of paragraph (b) of the definition of "head" in section 3, subsection 4(2), paragraphs 77(1) (f) and (g) and subsection 77(2)); and the President of the Treasury Board (for all other purposes of the Act) (SI/83-108).
3. The portfolio of the Solicitor General of Canada was replaced by the portfolio of Public Safety and Emergency Preparedness on December 12, 2003. The legislation has not yet been amended to reflect this.
4. Section 84 of the new *Extradition Act*, 1999, c. 18, provides that the repealed Act (R.S. 1985, c. E-23) applies to a matter respecting the extradition of a person as though it had not been repealed, if the hearing in respect of the extradition had already begun on June 17, 1999.
5. Formerly the *Federal Court Act*. The title was amended to the *Federal Courts Act* in the *Courts Administration Service Act*, S.C. 2002, c. 8, s. 14.
6. The Firearms Program was transferred to the Solicitor General (Public Safety and Emergency Preparedness as of December 12, 2003, although the legislation has not yet been amended to reflect this change) as of April 14, 2003. See SOR/2003-145.
7. Repealed by the *Extradition Act*, S.C. 1999, c. 18, s. 130, but section 85 of the new *Extradition Act* provides that the repealed Act applies to a matter respecting the return under that Act of a person as though it had not been repealed, if the hearing before the provincial court judge in respect of the return had already begun on June 17, 1999.
8. Responsibility shared in the following manner: (a) Minister of Justice and Attorney General of Canada, General (Part I) (SI/84-5), and for the purposes of sections 46 and 47 of the Act, items 12 and 16 of the schedule to the Act and the other provisions of Part II of the Act as those provisions relate to the *Judges Act* (SI/84-6); (b) the Minister of National Defence, for the purposes of the provisions, except sections 46 and 47, of Part II of the Act as those provisions relate to the *Canadian Forces Superannuation Act* and the *Defence Services Pension Continuation Act* (SI/84-6); (c) the Minister of Finance, for the purposes of the provisions, except sections 46 and 47, of Part II of the Act as those provisions relate to the *Members of Parliament Retiring Allowances Act* (SI/84-6); and (d) the Minister of Public Works and Government Services, for the purposes of the provisions, except sections 46 and 47, of Part II of the Act as those provisions relate to
  - (i) the *Governor General's Act*,
  - (ii) the *Lieutenant Governor's Superannuation Act*,
  - (iii) the *Diplomatic Service (Special) Superannuation Act*,
  - (iv) the *Public Service Superannuation Act*,
  - (v) the *Civil Service Superannuation Act*,
  - (vi) the *Royal Canadian Mounted Police Superannuation Act*, Part I,
  - (vii) the *Royal Canadian Mounted Police Pension Continuation Act*, Parts II and III,
  - (viii) the *Currency, Mint and Exchange Fund Act*, subsection 15(2) (R.S. 1952, c. 315)
  - (ix) the *War Veterans Allowance Act*, subsection 28(10),
  - (x) regulations made under Vote 181 of *Appropriation Act No. 5*, 1961, and
  - (xi) the *Tax Court of Canada Act* (SI/84-6).
9. Responsibility is shared in the following manner: Minister of Justice, for purposes of paragraph (b) of the definition of "head" in section 3, subsection 12(3), paragraphs 77(1) (a), (d), (g) and (h) and subsection 77(2); President of the Treasury Board, for all other purposes of the Act (SI/83109).



1. Préparée en février 2004 et donnée à titre d'information seulement, cette liste n'est pas officielle. La liste officielle figure à la Partie III de la Gazette du Canada.
2. La responsabilité est partagée avec le président du Conseil du Trésor de la manière suivante : le ministre de la Justice (en vue de l'application de l'alinéa b) de la définition de « chef » à l'article 3 4(2), alinéas 77 1 f) et g) et paragraphe 77 2)) et le président du Conseil du Trésor (pour toute autre application du CC) (TR/83-108).
3. Le 12 décembre 2003, le portefeuille du Solliciteur général du Canada a été remplacé par celui de la Sécurité publique et de la Protection civile. La loi n'a pas encore été modifiée pour en faire état.
4. L'article 84 de la nouvelle *Loi sur l'extradition*, 1999, ch. 18, prévoit que la loi abrogée (L.R. 1985, ch. E-23) s'applique relativement à l'extradition tout comme si elle n'avait pas été abrogée, si l'audience relative à l'extradition avait déjà commencé au 17 juin 1999.
5. Anciennement *Loi sur la Cour fédérale*. Le titre a été modifié pour devenir *Loi sur les Cours fédérales* dans la *Loi sur les services administratifs des tribunaux*, L.C. 2002, ch. 8, art 14.
6. Depuis le 14 avril 2003, le Programme canadien des armes à feu a été transféré au ministère du Solliciteur général (Sécurité publique et Protection civile depuis le 12 décembre 2003, mais la loi n'a pas encore été modifiée pour faire état de ce changement). Voir DORS/2003-145.
7. Abrogée par la *Loi sur l'extradition*, L.C. 1999, ch. 18, art 130, mais l'article 85 de la nouvelle Loi sur l'extradition prévoit que la loi abrogée s'applique relativement au renvoi, en vertu de cette loi, tout comme si elle n'avait pas été abrogée, si l'audience devant la cour provinciale relative au renvoi avait déjà commencé au 17 juin 1999.
8. La responsabilité est partagée de la manière suivante : a) le ministre de la Justice et procureur général du Canada, Généralités (partie 1) (TR/84-5), et en vue de l'application des articles 46 et 47 de la Loi, éléments 12 et 16 de l'annexe de la loi ainsi que les autres dispositions de la partie II de la loi dans la mesure où ces dispositions ont trait à la *Loi sur les juges* (TR/84-6) ; b) le ministre de la Défense nationale, en vue de l'application des dispositions de la partie II de la Loi, à l'exception des articles 46 et 47, dans la mesure où ces dispositions ont trait à la *Loi sur la pension de retraite des Forces canadiennes* et la *Loi sur la continuation de la pension des services de défense* (TR/84-6) ; c) le ministre des Finances, en vue de l'application des dispositions de la partie II de la loi, à l'exception des articles 46 et 47, dans la mesure où ces dispositions ont trait à la *Loi sur les allocations de retraite parlementaires* (TR/84-6) ; d) le ministre des Travaux publics et des Services gouvernementaux, en vue de l'application des dispositions de la partie II de la Loi, à l'exception des articles 46 et 47, dans la mesure où ces dispositions ont trait à :
  - i) la *Loi sur le gouverneur général*,
  - ii) la *Loi sur la pension de retraite des lieutenants-gouverneurs*,
  - iii) la *Loi sur la pension spéciale du service diplomatique*,
  - iv) la *Loi sur la pension de la fonction publique*,
  - v) la *Loi sur la pension du service civil*,
  - vi) la *Loi sur la pension de retraite de la Gendarmerie royale du Canada*, partie I,
  - vii) la *Loi sur la continuation des pensions de la Gendarmerie royale du Canada*, parties II et III,
  - viii) la *Loi sur la monnaie*, l'*Hôtel des monnaies et le fonds des changes*, paragraphe 15(2)
  - ix) les règlements pris en vertu du crédit 181 de la *Loi des subsides* n° 5 de 1961,
  - ix) la *Loi sur les allocations aux anciens combattants*, paragraphe 28(10),
  - xi) la *Loi sur la Cour canadienne de l'impôt* (TR/84-6).
9. La responsabilité est partagée de la manière suivante : le ministre de la Justice, en vue de l'application de l'alinéa b) de la définition de « chef » à l'article 3, paragraphe 12 (3), alinéas 77 1 a), d), g) et i) et paragraphe 77 2) ; le président du Conseil du Trésor pour toute autre application de la loi (TR/83-109).

- questions assez courantes telles que le dépôt du rapport annuel d'un organisme au Parlement ou sur des responsabilités plus vastes, par exemple l'obligation d'examiner tous les projets de loi et règlements fédéraux pour assurer qu'ils sont conformes à la Charte canadienne des droits et libertés, à la Déclaration canadienne des droits et à la Loi sur les textes réglementaires. Les lois dont le ministre a la responsabilité entière ou partagée devant le Parlement sont énumérées ci-après.
- Loi sur l'accès à l'information*, L.R. 1985, ch. A-1 (responsabilité partagée avec le président du Conseil du Trésor<sup>2</sup>)
- Loi sur l'annulation du mariage* (Ontario), L.R.C. 1970, ch. A-14
- Loi antiterroriste*, L.C. 2001, ch. 41
- Loi sur les connaissements*, L.R. 1985, ch. B-5 (responsabilité partagée avec le ministre des Transports)
- Loi sur la preuve au Canada*, L.R. 1985, ch. C-5
- Loi sur la Convention Canada-Royaume-Uni relative aux jugements en matière civile et commerciale*, L.R. 1985, ch. C-30
- Loi canadienne sur les prises*, L.R.C. 1970, ch. P-24
- Déclaration canadienne des droits*, L.C. 1960, ch. 44; réimprimé dans L.R.C. 1985, Annexe III
- Loi canadienne sur les droits de la personne*, L.R. 1985, ch. H-6
- Loi sur l'arbitrage commercial*, L.R. 1985, ch. 17 (2<sup>e</sup> supplément)
- Loi sur les services administratifs des tribunaux*, L.C. 2002, ch. 8
- Loi sur les conventions*, L.C. 1992, ch. 47
- Code criminel*, L.R. 1985, ch. C-46 (responsabilité partagée avec le solliciteur général du Canada<sup>3</sup> et le ministre de l'Agriculture et de l'Agroalimentaire (art. 204))
- Loi sur la responsabilité civile de l'Etat et le contentieux administratif*, L.R. 1985, ch. C-50
- Loi sur le ministère de la Justice*, L.R. 1985, ch. J-2
- Loi sur le divorce*, L.R. 1985, ch. 3 (2<sup>e</sup> suppl.)
- Loi sur les biens en déshérence*, L.R. 1985, ch. E-13
- Loi sur l'extradition*, L.C. 1999, ch. 18<sup>4</sup>
- Loi d'aide à l'exécution des ordonnances et des ententes familiales*, L.R. 1985, ch. 4 (2<sup>e</sup> supplément)
- Loi sur les cours fédérales*, L.R. 1985, ch. F-7<sup>5</sup>
- Loi d'harmonisation n° 1 du droit fédéral avec le droit civil*, L.C. 2001, ch. 4
- Loi sur les armes à feu*, L.C. 1995, ch. 39<sup>6</sup>
- Loi sur l'envolement à l'étranger*, L.R. 1985, ch. F-28
- Loi sur les mesures extraterritoriales étrangères*, L.R. 1985, ch. F-29
- Loi sur les criminels fugitifs*, L.R. 1985, ch. F-32<sup>7</sup>
- Loi sur la saisie-arrest et la distraction des pensions*, L.R. 1985, ch. G-2 (responsabilité partagée avec les ministres de la Défense nationale, des Travaux publics et Services gouvernementaux et des Finances<sup>8</sup>)
- Loi sur l'identification des criminels*, L.R. 1985, ch. I-1
- Loi sur la Convention relative aux contrats de vente internationale de marchandises*, L.C. 1991, ch. 13
- Loi d'interprétation*, L.R. 1985, ch. I-21
- Loi sur les juges*, L.R. 1985, ch. J-1
- Loi sur la Commission du droit du Canada*, L.C. 1996, ch. 9
- Loi sur la réédition des textes législatifs*, L.C. 2002, ch. 20
- Loi sur le mariage (degrés prohibés)*, L.C. 1990, ch. 46
- Loi sur la modernisation de certains régimes d'avantages et d'obligations*, L.C. 2000, ch. 12
- Loi sur l'entraide juridique en matière criminelle*, L.R. 1985, ch. 30 (4<sup>e</sup> supplément)
- Loi sur les langues officielles*, L.R. 1985, ch. 31 (4<sup>e</sup> supplément)
- Loi sur les recours consécutifs à une interruption des services postaux*, L.R. 1985, ch. P-16
- Loi sur la protection des renseignements personnels*, L.R. 1985, ch. P-21 (responsabilité partagée avec le président du Conseil du Trésor<sup>9</sup>)
- Loi sur les lois révisées du Canada*, 1985, L.R. 1985, ch. 40 (3<sup>e</sup> supplément)
- Loi sur les infractions en matière de sécurité*, L.R. 1985, ch. S-7
- Loi sur la protection de l'information*, L.R. 1985, ch. O-5
- Loi sur l'immunité des Etats*, L.R. 1985, ch. S-18
- Loi sur la révision des lois*, L.R. 1985, ch. S-20
- Loi sur les textes réglementaires*, L.R. 1985, ch. S-22
- Loi sur la Cour suprême*, L.R. 1985, ch. S-26
- Loi sur la Cour canadienne de l'impôt*, L.R. 1985, ch. T-2
- Loi sur la Convention des Nations Unies concernant les sentences arbitrales étrangères*, L.R. 1985, ch. 16 (2<sup>e</sup> supplément)
- Loi sur le système de justice pénale pour les adolescents*, L.C. 2002, ch. 1 (remplace la Loi sur les jeunes contrevenants, L.R. 1985, ch. Y-1)



## Commission Gomery

Le ministère de la Justice a reçu 2 529 000 \$ en 2004-2005, par le budget supplémentaire des dépenses (B), afin de faire face à ses obligations directement liées à la Commission Gomery.

Les dépenses additionnelles du ministère s'élèvent à 2 534 000 \$ en vue de soutenir les travaux de la Commission, notamment la gestion de la collecte de documents dans l'ensemble de l'administration fédérale pour répondre aux demandes de la Commission, représentation légale du Gouvernement du Canada, y compris de fonctionnaires actuellement en service ou d'anciens fonctionnaires, prestation d'avis juridiques, rédaction des présentations finales au nom du Gouvernement du Canada et frais de soutien connexes.

## Renseignements supplémentaires sur le ministère de la Justice

### Personnes-ressources

#### Renseignements pour la presse

Direction générale des Communications

Téléphone: (613) 957-4207

Télécopieur: (613) 954-0811

#### Renseignements généraux

Direction générale des Communications

Téléphone: (613) 957-4222

ATS: (613) 992-4556

Télécopieur: (613) 954-0811

### Renseignements en ligne

Pour se renseigner sur les termes de gestion employés dans le présent document, consulter le Lexique de la gestion axée sur les résultats, réalisé par le secrétariat du Conseil du Trésor. <http://www.tbs-sct.gc.ca/eval/pubs/rmaf-cgrr/rmaf-cgrr05-f.asp>.

Pour se renseigner sur le ministère de la Justice, consulter les publications électroniques suivantes :

## À propos du ministère de la Justice

<http://www.justice.gc.ca/fr/dept/pub/about/index.html>

## Rapports d'évaluation du ministère de la Justice

<http://www.justice.gc.ca/fr/ps/eval/list.html>

### Rapports de vérification interne du ministère de la Justice

[http://www.justice.gc.ca/fr/dept/pub/audit\\_reports/index.html](http://www.justice.gc.ca/fr/dept/pub/audit_reports/index.html)

## Rapport ministériel sur le rendement, 2002-2003

<http://www.justice.gc.ca/fr/dept/pub/dpr/index.html>

### Aperçu des activités et des réalisations récentes, août 2003

<http://www.justice.gc.ca/fr/dept/pub/ach/2003/achieve2003.html>

## Rapport sur les plans et les priorités, 2003-2004

[http://www.justice.gc.ca/fr/dept/pub/rpp/2003\\_2004/index.html](http://www.justice.gc.ca/fr/dept/pub/rpp/2003_2004/index.html)

### Recherche et statistique

<http://www.justice.gc.ca/fr/ps/rs/rep/100-e.html>

Plan stratégique, 2001-2005

[http://www.justice.gc.ca/fr/dept/pub/just/strat\\_plan/index.htm](http://www.justice.gc.ca/fr/dept/pub/just/strat_plan/index.htm)

## Stratégie de développement durable, 2004-2006

[http://www.justice.gc.ca/fr/dept/pub/sds/04\\_06/index.html](http://www.justice.gc.ca/fr/dept/pub/sds/04_06/index.html)

Le ministère de la Justice réalise beaucoup d'autres publications et rapports sur des

sujets divers, dont la liste complète figure à la page Publications de son site internet

[http://www.justice.gc.ca/fr/dept/pub/sujet\\_index.html](http://www.justice.gc.ca/fr/dept/pub/sujet_index.html)

## Lois administrées par le ministère de la Justice

Le ministère de la Justice existe en vertu de la

*Loi sur le ministère de la Justice*, adoptée pour la première fois en 1868, qui fixe la fonction du Ministère, puis les pouvoirs et les attributions du ministère de la Justice et procureur général du Canada.

Outre cette loi habilitante générale, le ministère et le ministère ont des responsabilités en vertu d'autres lois. Celles-ci portent sur des

de mesure des résultats, puis aider les gestionnaires du MJ à prendre des décisions touchant l'information stratégique. iCase (outil en ligne qui servira à gérer les affaires, la mesure des horaires, la facturation, la production et la gestion de documents et la déclaration) sera accessible d'ici 2006 dans tous les bureaux régionaux et facilitera la description des réalisations ministérielles. Le comité a entrepris des projets, notamment le soutien d'outils de collecte des données tels qu'iCase, la collaboration à l'examen des services juridiques mené par le CT, une étude détaillée des systèmes de planification et de déclaration dans diverses fonctions stratégiques dans d'autres ministères fédéraux (ce qui mènera à l'adoption du CGR et de la nouvelle SGRB), le soutien actif des Services ministériels pour la mise en œuvre de la SGRB (notamment plusieurs ateliers avec des représentants de tout le ministère, qui ont défini des indicateurs de rendement et projeté des résultats de son travail).

#### Gestion du volume du contenu<sup>40</sup>

Du fait de l'augmentation significative de la demande des services juridiques du ministère de la Justice depuis les années 1980, un groupe de représentants de celui-ci a été créé pour s'attacher à des questions telles que la fonction de l'État, le recours aux instruments juridiques et la complexité accrue des problèmes juridiques auxquels l'État doit faire face. Depuis septembre 2004, ce comité a discuté diverses actions et commencé à réfléchir à diverses solutions pour aborder des questions connexes. Il a notamment étudié la prévention et le contrôle de l'accroissement du volume des litiges, des moyens pour remplacer la poursuite et le contentieux et la création d'instruments et d'activités d'examen afin d'améliorer la collecte des données. Il va définir dans les prochains mois des activités majeures, puis les présenter pour discussion et soutien à l'Équipe du SM.

développeront professionnellement, la gestion et la diversité a été créée et a entrepris des actions comme le sondage sur les risques en milieu de travail. Il a par ailleurs retenu les services du Dr Linda Duxbury pour conseiller le MJ sur les mesures pouvant être prises pour faire face aux problèmes d'équilibre entre la vie professionnelle et la vie personnelle. Il a secondé le comité ministériel pour l'équité en matière d'emploi (EE), qui a lancé de nombreuses actions, actuellement en cours, parmi lesquelles il y a l'accroissement de la représentation des personnes concernées par l'EE parmi la haute direction, des vérifications culturelles pour les femmes et les Autochtones (résultats intégrés au nouveau plan EE 2004-2007), un atelier pour les gestionnaires afin de faire mieux comprendre les problèmes de santé mentale en milieu de travail (atelier parrainé par le Comité consultatif pour les personnes handicapées et Direction générale des ressources humaines et du développement professionnel), le soutien des comités consultatifs pour l'équité en matière d'emploi en vue de la réalisation des objectifs ministériels d'EE et l'appui permanent de la mise en œuvre de diverses actions touchant la modernisation des RH et le bien-être en milieu de travail. Enfin, le MJ a récemment été cité comme l'un des neuf ministères fédéraux à assurer la représentation d'ensemble des quatre groupes désignés. Les pratiques exemplaires du MJ seront citées dans le rapport sur l'EE au Parlement.

#### Information stratégique, responsabilité et rendement<sup>39</sup>

Le Comité pour l'information stratégique, la responsabilité et le rendement s'est attaché à la nécessité d'élaborer un mode normalisé pour entrer, collecter et déclarer des données. Il a pu décrire le rendement (de façon interne et externe) grâce à l'examen des systèmes d'information et de la capacité ministérielle

39. <http://justice.gc.ca/priorities/f/strategie.htm>  
40. [http://justice.gc.ca/priorities/f/volume\\_of\\_litigation.htm](http://justice.gc.ca/priorities/f/volume_of_litigation.htm)



## Section IV – Autres sujets d'intérêt

### PRIORITÉS ET RENDEMENT DU MINISTÈRE

Quatre actions portant sur les services ministériels ont été lancées pendant la période visée.

#### Régime de financement durable – Examen des services juridiques

Le Sous-comité de l'examen des dépenses du Conseil du Trésor a défini neuf examens, dont l'Examen des services juridiques dispensés à l'État qui a visé à définir et à renforcer la gestion et la prestation des programmes et des services fédéraux. Lancé en 2004-2005 avec la collaboration du SCT, l'Examen est à présent terminé ; il a comporté les deux grands objectifs suivants :

- Améliorer la durabilité de la prestation de services juridiques à l'État, et à cette fin recommander des stratégies d'amélioration de cette prestation et assurer un régime de financement durable ;
- Définir des modes de gestion efficace des litiges fédéraux et à cette fin analyser les facteurs et les tendances des contenus, documenter les pratiques exemplaires de gestion du contenu et formuler des recommandations en vue d'en améliorer l'efficacité.

Le Groupe d'examen conjoint SCT-Justice a effectué des recherches et des analyses des options de prestation des services juridiques, y compris des modèles employés dans d'autres

38. <http://jusnet.justice.gc.ca/priorities/f/people.htm>

administrations ; il a analysé le coût des services juridiques dispensés à l'État et le bien-fondé de différentes options de financement ; il a mené une étude de la documentation générale sur les tendances et des facteurs de contenu dans les administrations fédérales et provinciales ; il a interviewé des représentants des ministères fédéraux et des intervenants majeurs sur les tendances et les moteurs des contenus et sur les pratiques exemplaires de gestion des litiges ; il a cerné des possibilités d'économies dans la gestion de la prestation de services juridiques aux ministères fédéraux.

Le Groupe, dirigé par un Comité consultatif externe constitué de sous-ministres adjoints de ministères clés, a lancé des consultations avec des ministères clients sur quatre sujets :

- établissement des coûts et des ressources des services juridiques à l'État,
  - prestation et financement durables des services juridiques,
  - pratiques exemplaires de gestion des litiges, déclaration des activités et du rendement.
- Les constatations et les résultats de ces consultations ont aidé à documenter les recommandations finales de l'Examen.

Les recommandations de l'Examen des services juridiques seront présentées aux ministres du CT à des fins d'approbation à l'automne 2005. En 2005-2006, le ministère de la Justice collaborera étroitement avec le Secrétariat du Conseil du Trésor et avec des ministères clients à la mise en œuvre des résultats définitifs de l'Examen.

#### Développement professionnel, gestion et diversité<sup>38</sup>

La réussite du ministère est directement liée à l'épanouissement des gens, à la gestion et à la diversité. Un Comité directeur pour le

Tableau 23 Politiques sur les déplacements

Comparaison avec les Autorisations spéciales de voyage établies par le SCT	
<b>Politique sur les déplacements</b>	<b>Politique sur les déplacements</b>
<p>Le ministère de la Justice respecte les <i>Autorisations spéciales de voyage</i>, à une exception près. Le ministère impose d'avantage de restrictions sur les déplacements en classe affaire que ceux que prévoit la politique sur les déplacements du SCT.</p>	<p>Le ministère de la Justice a imposé en décembre 2000 les restrictions supplémentaires suivantes sur les déplacements par avion en classe pour les gestionnaires (Exs, LA-2B, LA-3) :</p> <ul style="list-style-type: none"><li>• le vol doit durer au moins trois heures et il faut satisfaire à deux des critères suivants :<ul style="list-style-type: none"><li>– voyager en dehors de ses heures normales de travail,</li><li>– travailler pendant le vol,</li><li>– assister à une réunion importante le lendemain ou la veille.</li></ul></li></ul> <p>Le ministère de la Justice a imposé en décembre 2000 les restrictions supplémentaires suivantes sur les déplacements par avion en classe pour les gestionnaires (Exs, LA-2B, LA-3) :</p> <ul style="list-style-type: none"><li>• en dehors de la Région de la capitale nationale : EX-01, LA-2A, PM-MCO 4, GC3, CGQ3 ;</li><li>• dans la Région de la capitale nationale : EX-02, GX, LA-2B, sauf MD-MOF-4, MD-MSP-3, DS-7A, GC4, GCQ4 et les cadres supérieurs équivalents de la GRC et des armées.</li></ul> <p>La section 6.7 des Autorisations spéciales de voyage sur les déplacements par avion en classe affaire autorise ces derniers en cas de voyage d'au moins 850 kilomètres aériens aller pour les groupes et niveaux suivants et ceux qui leur sont supérieurs :</p> <ul style="list-style-type: none"><li>• en dehors de la Région de la capitale nationale : EX-01, LA-2A, PM-MCO 4, GC3, CGQ3 ;</li><li>• dans la Région de la capitale nationale : EX-02, GX, LA-2B, sauf MD-MOF-4, MD-MSP-3, DS-7A, GC4, GCQ4 et les cadres supérieurs équivalents de la GRC et des armées.</li></ul> <p>Principales différences entre les dispositions des politiques</p>
<b>Fondement</b>	<b>Principales répercussions financières des différences</b>
<p>En décembre 1997, un décret a obligé les organisations (sauf les sociétés d'État) autorisées à élaborer leurs propres politiques en matière de voyages et d'accueil, à se fonder sur la politique du Conseil du Trésor sur les autorisations spéciales de voyage et les frais d'accueil (voir DDC du BCP 1997-1810). Le secrétaire du Conseil du Trésor a par ailleurs affirmé par écrit que les ministères et organismes dont les politiques sur les déplacements diffèrent des siennes doivent les publier dans leur rapport ministériel sur le rendement et déclarer les coûts supplémentaires qui en résultent.</p>	<p>Restreindre les déplacements en classe affaire permet de réduire le prix de revient global des déplacements pour le ministère.</p>
<b>Portée</b>	<b>Politique sur les déplacements</b>
<p>La politique ministérielle sur les déplacements en classe affaire s'applique à tous les gestionnaires.</p>	<p>Le ministère de la Justice respecte la <i>Directive sur les voyages</i>, les taux et les indemnités du SCT.</p>

18. Personne-ressource Elizabeth Hendy elizabeth.hendy@justice.gc.ca	19. Approbation Catherine Latimer catherine.latimer@justice.gc.ca	20. Date de l'approbation
17. Résultats obtenus par des partenaires non fédéraux		
16. Commentaires sur les écarts <ul style="list-style-type: none"> <li>• PSPR Le nombre des ordonnances qu'il n'avait été prévu à l'origine. Il y a eu par ailleurs un ajustement de 7 800 000 \$ pour la réaffectation d'un milliard de dollars dans l'ensemble de l'administration fédérale.</li> <li>• YJRF La différence provient d'une réduction de 2 500 000 \$ pour le fonds, consécutivement à la réaffectation du SCT et à la non-utilisation de 590 000 \$.</li> </ul>		

[illegible]

Tableau 22 Initiatives horizontales – Justice applicable aux adolescents

Initiative horizontale	
1. Titre Initiative sur le renouvellement du système de justice pour les jeunes (IRSJ)	2. Ministère responsable Ministère de la Justice
3. Date de mise en œuvre juin 1999	4. Date de clôture initiative permanente
5. Total du financement fédéral versé : 215,2 millions de dollars Dépenses prévues : 210 700 000 \$ S&C) (450 000 \$ fonct. + 210 700 000 \$ S&C) Dépenses réelles 202,4 millions de dollars (300 000 \$ fonct. + 199 400 000 \$ S&C) Justification des écarts : Pour les S&C: affectation du SCT de 10 300 000 \$ et non-utilisation de 160 000 \$.	
6. Description	
7. Résultats obtenus partagés Un système de justice équitable, adapté et accessible, qui reflète les valeurs canadiennes	
8. Structure de gouvernance La Section des politiques de justice pour les jeunes, Division de la politique en matière de droit pénal et de la justice communautaire a été créée pour décrire, mettre en œuvre et gérer le mandat de l'IRSJ au niveau fédéral. L'avocat général/directeur général – Justice applicable aux jeunes est responsable de l'IRSJ et assure le leadership de la mise en œuvre de l'IRSJ. Les intervenants des provinces et des territoires participent grâce au Comité coordonnateur des hauts fonctionnaires [Justice pour les jeunes] , qui se réunit trois fois par an et un forum majeur pour la discussion et la coordination des questions de l'IRSJ.	
9. Partenaires fédéraux participant à chaque programme	10. Titre des programmes
11. Total des fonds versés	12. Dépenses prévues pour 2004-2005
13. Dépenses réelles en 2004-2005	14. Résultats prévus pour 2004-2005
15. Résultats obtenus en 2004-2005	
1. a) Placement et surveillance dans le cadre d'un programme intensif de réadaptation (PSPIR)	4 939 250 \$ 9 906 500 \$ 1 944 150 \$ Ordonnances de placement et de surveillance dans le cadre d'un programme intensif de réinsertion Il y a eu huit ordonnances de PSPIR au 31 mars 2005

**Réalisations au titre de l'amélioration des services du point de vue des citoyens**

Le programme des SADF gère, par des partenariats avec les provinces et les territoires, un ensemble unique de services qui bénéficient à des centaines de milliers de Canadiens, entre autres des enfants, grâce notamment aux réalisations suivantes.

2003-2004	<ul style="list-style-type: none"> <li>• En coopération avec Familles, Enfants et Adolescents, entrepris un examen d'ensemble de la législation pour soutenir les activités et définir des modifications susceptibles d'améliorer les services dispensés.</li> <li>• De concert avec les provinces et les territoires, travaillé à mettre en place le nouveau système d'AEOFF de façon à ce que les services soient davantage utilisés.</li> </ul>
2004-2005	<ul style="list-style-type: none"> <li>• Terminé la refonte du système informatique qui soutient le Bureau d'enregistrement des actions en divorce en vue d'améliorer le service aux tribunaux.</li> <li>• Entrepris un examen des programmes des SADF pour garantir qu'ils répondent aux objectifs de la législation et définir les points à améliorer.</li> </ul>



Aide à l'exécution des ordonnances et des ententes familiales

Norme de service		Rendement 2004-2005	
<ul style="list-style-type: none"> <li>Toutes les demandes de communication de renseignements font l'objet d'une réponse dans les deux semaines</li> <li>Toutes les demandes de saisie-arrêt sont exécutées dans les 35 jours après réception</li> <li>Toutes les demandes de refus d'autorisation sont exécutées dans les deux semaines après réception</li> <li>Toutes les demandes de renseignements de la part des programmes d'exécution font l'objet d'une réponse dans les 24 heures</li> <li>Toutes les demandes de renseignements provenant du public font l'objet d'une réponse dans les 48 heures</li> </ul>		<p>Atteint à 100 %</p> <p>Atteint à 100 %</p> <p>Atteint à 100 %</p> <p>Atteint à environ 85 %<sup>1</sup></p> <p>Atteint à environ 85 %<sup>1</sup></p>	
<p><b>Bureau d'enregistrement des actions en divorce</b></p> <ul style="list-style-type: none"> <li>Tous les certificats de mise à jour sont délivrés 4 semaines après la réception de la demande</li> <li>Toutes les demandes de renseignements au téléphone font l'objet d'une réponse dans les 24 heures et les demandes de renseignements écrites, dans les 5 jours ouvrables</li> </ul>		<p>Atteint à 90 %</p> <p>Atteint à environ 85 %<sup>1</sup></p>	
<p><b>Bureau de saisie-arrêt et de distraction de pensions</b></p> <ul style="list-style-type: none"> <li>Toutes les demandes de saisie sont validées et transmises aux ministères employeurs et des lettres de confirmation sont adressées aux tribunaux et au programme d'exécution dans les 5 jours ouvrables après réception de la demande</li> <li>Tous les documents subséquents sont traités en trois jours ouvrables</li> <li>Toutes les demandes de renseignements font l'objet d'une réponse dans les 48 heures</li> </ul>		<p>Atteint à 100 %</p> <p>Atteint à 100 %</p> <p>Atteint à 90 %</p>	

1. Ces statistiques ne sont pas recueillies par le système actuel. Les activités connexes font l'objet d'une surveillance directe (par les superviseurs). Le pourcentage inscrit représente une estimation éclairée.

## **Établissement de niveaux de base relatifs à la satisfaction des clients et progrès accomplis en vue d'atteindre les objectifs fixés en matière de satisfaction**

Aucun problème majeur quant à la satisfaction des clients pour les programmes des SADF n'a été signalé avant le lancement de l'Initiative fédérale d'amélioration des services. Selon des observations non officielles et les rapports quotidiens entre la section des SADF et ses principaux clients et intervenants, dont les personnels des programmes provinciaux et territoriaux d'exécution, les tribunaux et les créanciers, clients et intervenants sont satisfaits du niveau des services qu'ils reçoivent.

Certes le ministère soutient entièrement les efforts fédéraux pour renforcer la capacité du secteur public d'élaborer des niveaux de base quant à la satisfaction des clients et des objectifs quant au niveau des services, puis de mesurer le rendement par rapport à ces objectifs, mais on a estimé que d'autres priorités de fonctionnement pressaient davantage aux tout débuts de l'Initiative fédérale d'amélioration des services. Le ministère a réellement commencé à mesurer la satisfaction des clients et à élaborer des plans d'action pour obtenir des améliorations fin 2004-2005. Un site internet a été lancé en janvier 2005, où figurent des questionnaires destinés aux clients, en vue de recueillir et mesurer le degré réel de satisfaction.

Selon les résultats préliminaires, les niveaux des services sont particulièrement élevés dans les trois services des SADF, ce qui laisse entendre que d'autres activités à grande échelle, destinées à augmenter les niveaux de satisfaction des clients ne sont peut-être pas rentables. Le ministère continuera à respecter l'esprit de l'Initiative d'amélioration des services pour les deux ou trois années à venir et à cette fin, confirmera les niveaux de base quant à la satisfaction des clients étayés par les données empiriques des résultats des enquêtes et continuera à définir des mesures susceptibles d'être mises en place pour améliorer le degré de la satisfaction des clients.

### **Normes de service**

Le tableau ci-dessous détaille les normes de service pour les trois services ministériels relevant de l'Initiative fédérale d'amélioration des services ainsi que les résultats relatifs au rendement pour 2004-2005.



Tableau 21 Initiative d'amélioration des services

Le Conseil du Trésor du Canada a engagé le Gouvernement du Canada, par l'Initiative d'amélioration des services, à obtenir au minimum une augmentation de 10 % de la satisfaction des clients dans des activités majeures et significatives de prestation de services directs d'ici 2005.

**Programmes du ministère de la Justice concernés par l'Initiative d'amélioration des services**

Le ministère de la Justice a décidé que les trois services suivants relèvent de l'Initiative fédérale d'amélioration des services :

- Aide à l'exécution des ordonnances et des ententes familiales (AEOEF),
- Bureau d'enregistrement des actions en divorce (BEAD),
- Bureau de saisie-arret et de distraction de pensions (BSADP).

Le ministère travaille en rapport étroit avec les provinces et les territoires et leur dispense des services aux termes d'ententes officielles et non officielles. Les services d'AEOEF, du BEAD et du BSADP sont essentiellement autorisés par trois textes législatifs fédéraux : la Loi d'aide à l'exécution des ordonnances et des ententes familiales, la Loi sur la saisie-arret et la distraction des pensions et le Règlement pris en vertu de la Loi sur le divorce.

D'autres lois, dont la Loi sur l'accès à l'information, la Loi sur la protection des renseignements personnels, la Loi sur la gestion des finances publiques et la Loi sur la statistique influent aussi sur les activités.

<p><b>Services d'Aide à l'exécution des ordonnances et des ententes familiales</b></p> <ul style="list-style-type: none"> <li>• Retrouvent les personnes en situation de non-paiement d'une disposition familiale</li> <li>• Interceptent les paiements fédéraux que recevraient sinon des personnes en situation de non-paiement de leurs obligations alimentaires familiales</li> <li>• Prononcent la suspension ou le refus de permis fédéraux et de passeports</li> <li>• Assurent un système d'information informatisé, relié à un numéro 1-800</li> </ul>	<p><b>Services du Bureau d'enregistrement des actions en divorce</b></p> <ul style="list-style-type: none"> <li>• Tiennent un registre national des demandes de divorce et préviennent le chevauchement des procédures dans des juridictions différentes</li> </ul>	<p><b>Services du Bureau de saisie-arret et de distraction de pensions</b></p> <ul style="list-style-type: none"> <li>• Autorisent la distraction des salaires des fonctionnaires fédéraux et des paiements à des entrepreneurs fédéraux dans la Région de la capitale nationale</li> </ul>
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<p>5. Quels ajustements avez-vous faits, le cas échéant ? (Pour mieux mettre ces renseignements en contexte, discutez comment les leçons apprises ont influencé ces ajustements.)</p>	<ul style="list-style-type: none"><li>• Tous les mois, on transmet au personnel des conseils pour le développement durable afin de le lui faire connaître davantage et de susciter des changements de comportement positifs</li><li>• Six événements sur le développement durable ont eu lieu (dont la Semaine de l'environnement, la Journée de la terre, le Défi transport), qui ont attiré une forte participation</li><li>• Trois conférenciers éminents ont été invités pour parler du développement durable au personnel du ministère et lui faire part de suggestions de pratique exemplaire que le ministère puisse adopter pour contribuer davantage au développement durable</li><li>• Des activités de protection de l'environnement ont été entreprises pour réduire l'empreinte physique du ministère, dont l'utilisation de peintures et de nettoyeurs écologiques, l'encouragement à l'approvisionnement vert, l'utilisation plus efficace des locaux et du mobilier à bureau, des améliorations des technologies de l'information pour réduire les dépenses et la consommation énergétique et celle de papier –davantage de sauvegarde de données électroniques, imprimer et photocopier recto-verso</li></ul> <ul style="list-style-type: none"><li>• On souligne davantage la campagne de sensibilisation et on y consacre plus de ressources humaines et financières en vue de faire davantage connaître le développement durable et d'encourager le personnel du ministère à en soutenir le concept</li><li>• On demande à la haute direction un soutien plus affirmé et plus énergétique</li></ul>
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Tableau 18 Stratégie de développement durable (SDD)

Ministère, organisme, Ministère de la Justice	
Points à traiter	Commentaire du ministère de la Justice
1. Quels sont les principaux buts, objectifs, cibles à long terme de votre SDD ?	<ul style="list-style-type: none"> <li>• Accroître la connaissance du développement durable au Ministère et le sensibiliser davantage à ce sujet.</li> <li>• Intégrer la prise en compte du développement durable aux activités ministérielles.</li> <li>• Améliorer la viabilité écologique des activités ministérielles</li> </ul>
2. Comment ces buts, objectifs ou cibles aident-ils à réaliser les résultats stratégiques du ministère ou organisme ?	<p><b>Résultat stratégique 1 – Un système de justice équitable, adapté et accessible, qui reflète les valeurs canadiennes</b></p> <ul style="list-style-type: none"> <li>• En accroissant la connaissance des principes du développement durable au ministère et en le sensibilisant davantage à leur égard, en appliquant ces principes à la prise des décisions et à la gestion des programmes, puis en les intégrant à ses activités quotidiennes, le ministère assurera un système de justice plus équitable, plus adapté et plus accessible pour tous les Canadiens. L'application de ces principes reflète également l'évolution des valeurs canadiennes depuis quelques années.</li> </ul> <p><b>Résultat stratégique 2 Une plus grande sécurité dans la société</b></p> <ul style="list-style-type: none"> <li>• En menant des recherches plus rigoureuses sur les répercussions à long terme de la dégradation de l'environnement et des changements sociaux et économiques mondiaux sur le système de justice du Canada, le ministère contribuera de façon dynamique à garantir une plus grande sécurité aux personnes et à leurs collectivités (par exemple, mieux soutenir les collectivités autochtones et leur assurer une sécurité accrue quand le passage du Nord-Ouest sera ouvert à la circulation maritime).</li> </ul> <p><b>Résultat stratégique 3 – Des services juridiques de qualité élevée pour le second le Gouvernement du Canada</b></p> <ul style="list-style-type: none"> <li>• En intégrant les principes du développement durable et les engagements à leur égard au travail des avocats et des procureurs fédéraux, le service répondra davantage aux besoins des ministères clients et correspondra aux valeurs canadiennes ainsi qu'aux engagements nationaux et internationaux.</li> </ul>
3. Quelles cibles ont été établies pour la période visée ?	<ul style="list-style-type: none"> <li>• Elaborer un plan de mise en œuvre et établir une équipe de mise en œuvre</li> <li>• Évaluer la connaissance du développement durable et repérer les zones où les pratiques sont exemplaires, celles à améliorer et les activités que le ministère peut entreprendre pour participer davantage au développement durable</li> <li>• Elaborer et mettre en œuvre divers outils de communication pour associer le personnel à des activités de développement durable</li> </ul>
4. Quels progrès ont été réalisés jusqu'à présent (cela inclut les résultats obtenus en fonction des objectifs et les progrès par rapport aux cibles établies) ?	<ul style="list-style-type: none"> <li>• Plan de mise en œuvre en place et l'on en vérifie régulièrement l'avancement</li> <li>• Il y a eu une petite enquête et 9 groupes de consultation avec près de 100 fonctionnaires, qui ont défini de nombreuses pratiques exemplaires au ministère et présenté de nombreuses recommandations d'amélioration qui seront approfondies et mises en œuvre, selon le cas</li> <li>• Le site internet ministériel sur le développement durable a été restructuré (les visites sont passées de 500 en janvier 2004 à plus de 10 000 en avril 2005)</li> </ul>

## 1. Évaluation de l'Initiative sur les victimes d'actes criminels

- Tous les participants à l'évaluation de l'IVAC jugent que l'Initiative doit être une priorité fédérale. L'efficacité du programme pour ce qui est des questions concernant les victimes est reconnue aux niveaux politiques les plus élevés et par les cadres supérieurs de l'administration publique.
- L'IVAC a très bien réussi à atteindre plusieurs des résultats et des objectifs attendus. Ce succès est attribuable en partie à la participation du CPV à l'engagement et à la coopération de l'ensemble des provinces et des territoires ainsi qu'à l'appui des autres ministères fédéraux qui s'occupent des questions concernant les victimes.
- Les instruments stratégiques et législatifs utilisés dans l'IVAC (c.-à-d., le GTFPT et les activités de recherche et d'orientation) ont eu des répercussions positives manifestes, de même que le financement par subventions et contributions, qui a amélioré l'accès aux services, a mené à des démarches novatrices en vue d'aider les victimes, a mieux fait connaître leurs droits, a renforcé les capacités des prestataires de services, a créé des démarches plus intégrées en ce qui a trait à la politique concernant les victimes et a permis de répondre plus efficacement aux besoins de celles-ci.
- Il importe de tenir compte de certains facteurs externes – questions de compétence, manque de clarté de quelques termes utilisés dans le cadre d'évaluation, nature des réactions à des questions concernant les victimes – lorsqu'on cherche à mesurer l'incidence de l'IVAC en fonction de sa capacité de réaliser ses principaux résultats. Ces facteurs n'ont pas de rapport avec le travail et l'engagement des personnes qui travaillent à la mise en œuvre de l'IVAC.

Le texte intégral du rapport n'a pas encore été placé sur le site Web du Ministère, mais il est possible d'en trouver le sommaire et les recommandations ainsi que la réponse de la direction à l'adresse ci-dessous.

**Lien français :** [www.justice.gc.ca/fr/ps/eval/reports/04/vic/vic.pdf](http://www.justice.gc.ca/fr/ps/eval/reports/04/vic/vic.pdf)  
**Lien anglais :** [www.justice.gc.ca/en/ps/eval/reports/04/vic/vic.pdf](http://www.justice.gc.ca/en/ps/eval/reports/04/vic/vic.pdf)

## 2. Sommaire du rapport d'évaluation formative – Mesures de lutte contre la criminalité organisée

- L'évaluation montre que les objectifs de l'Initiative demeurent pertinents même s'il est difficile d'évaluer le degré de mise en œuvre par suite du manque de données financières et de renseignements permettant de mesurer le rendement. Toutefois, des progrès ont été réalisés dans la poursuite des objectifs de l'Initiative. La formation donnée a permis d'améliorer la connaissance du projet de loi C-24 et la compréhension des questions liées à la criminalité organisée ainsi que des moyens qu'il utilise. Il est cependant trop tôt pour évaluer pleinement l'efficacité de l'Initiative parce que les poursuites intentées durent des années. Ceci dit, les niveaux et la répartition actuels des ressources peuvent influencer sur l'efficacité future par suite de la complexité des cas.
- Le Service fédéral des poursuites et la Section de la politique en matière de droit pénal ont rédigé la réponse de la direction aux sept recommandations de l'évaluation, qui portent sur les questions suivantes :

- **Données financières par activité**
- **Renseignements sur le rendement, y compris des données de formation, établissement de systèmes normalisés pour assurer une surveillance continue et poursuite de la recherche de dossiers dans Casview/iCase.**

- La Stratégie fédérale de poursuites intensives doit être examinée, surtout pour ce qui est de sa gamme de ressources, parce qu'elle n'a pas été mise en œuvre comme on l'avait prévu à l'origine.
- Une stratégie de communications internes est nécessaire (parce que l'Initiative et les mesures prises à l'administration centrale sont peu connues, surtout dans les régions).
- Il faut continuer à travailler de concert avec la GRC dans le domaine de la gestion des questions touchant la divulgation. (La mise en œuvre de la gestion des questions touchant la divulgation parce qu'il y a des obstacles en première ligne entre la GRC et le ministère de la Justice.)
- Les consultations internes doivent se poursuivre, surtout avec les bureaux régionaux, en vue de l'élaboration de politiques et de lois sur la criminalité organisée.

**Lien français :** [www.justice.gc.ca/fr/ps/eval/reports/04/mcoc/mcoc.html](http://www.justice.gc.ca/fr/ps/eval/reports/04/mcoc/mcoc.html)  
**Lien anglais :** [www.justice.gc.ca/en/ps/eval/reports/04/mcoc/mcoc.html](http://www.justice.gc.ca/en/ps/eval/reports/04/mcoc/mcoc.html)

# 1. Vérification du Bureau régional de l'Atlantique

(approuvée par le Comité de vérification et d'évaluation en février 2005)  
La vérification a permis d'évaluer l'efficacité du cadre de gestion du BRA, la mesure dans laquelle les ressources utilisées conviennent au travail à accomplir, la structure mise en place pour superviser les mandataires et le niveau de satisfaction des clients à l'égard du travail des mandataires.

**2. Vérification de GASPARD** (approuvée par le Comité de vérification et d'évaluation en février 2005)  
La vérification a permis d'évaluer la gestion du système, la mesure dans laquelle les ressources et le budget qui lui sont attribués sont suffisants, la mesure dans laquelle GASPARD répond aux besoins des utilisateurs ainsi que la sûreté et l'utilité de l'information produite, l'efficacité de la formation et du soutien des utilisateurs, la clarté de l'objet et de la portée du système ainsi que l'efficacité des mesures de sécurité et de protection des renseignements.

**3. Vérification du SIRAJP** (approuvée par le Comité de vérification et d'évaluation en février 2005)  
La vérification a permis d'évaluer la gestion du système, la mesure dans laquelle les ressources et le budget qui lui sont attribués sont suffisants, la mesure dans laquelle le SIRAJP répond aux besoins des utilisateurs ainsi que la sûreté et l'utilité de l'information produite, l'efficacité de la formation et du soutien des utilisateurs, la clarté de l'objet et de la portée du système ainsi que l'efficacité des mesures de sécurité et de protection des renseignements.

**4. Vérification de la Direction générale du développement professionnel**  
(approuvée par le Comité de vérification et d'évaluation en février 2005)  
La vérification a permis d'évaluer l'efficacité du cadre de gestion, la qualité des produits dispensés, l'efficacité des processus de communication et la capacité de la Direction générale d'évaluer la qualité de la formation dispensée.

**5. Vérification de la Sécurité régionale** (approuvée par le Comité de vérification et d'évaluation en juin 2004)  
La vérification a permis d'évaluer l'efficacité du cadre de gestion et des mesures de sécurité mises en place dans les bureaux régionaux suivants : région des Prairies (Edmonton et Winnipeg), région du Nord (Whitehorse) et région du Québec (Montréal). La vérification a également permis d'évaluer la direction fonctionnelle assurée par l'administration centrale à ces bureaux régionaux.

**6. Vérification de la Gestion des installations**  
(approuvée par le Comité de vérification et d'évaluation en octobre 2004)  
La vérification a permis d'évaluer le cadre de gestion et les opérations de la fonction de gestion des installations du Ministère, ce qui comprend les activités des deux divisions de gestion des installations de l'administration centrale et la fonction de gestion des installations aux bureaux d'Edmonton, d'Iqaluit, de Montréal et de Saskatoon.



Tableau 17 – Réponse aux comités parlementaires, aux vérifications et aux évaluations pour 2004-2005

Réponse aux comités parlementaires	
<b>Comité permanent de la justice, des droits de la personne, de la sécurité publique et de la protection civile – Rapport 1 (37<sup>e</sup> législature, 3<sup>e</sup> session)</b>	
<b>Résumé</b>	<p>Ce rapport, intitulé <i>Améliorer la procédure de nomination des juges de la Cour suprême du Canada</i> (adopté par le Comité le 4 mai 2004 et présenté à la Chambre le 10 mai 2004) expose les conclusions du comité concernant la procédure de nomination à la magistrature et formule huit recommandations. Les recommandations 1, 7 et 8 sont adressées au ministère de la Justice.</p>
<b>Recommandation 1</b>	<p>Le Comité recommande que le ministre de la Justice compare à l'occasion d'une séance publique du Comité permanent de la justice, des droits de la personne, de la sécurité publique et de la protection civile de la Chambre des communes, afin d'expliquer le processus de dotation des postes actuellement vacants à la Cour suprême, ainsi que les titres de compétence des deux candidats retenus.</p>
<b>Recommandation 7</b>	<p>Le Comité recommande que le comité consultatif adresse au ministre de la Justice une courte liste confidentielle des candidats parmi lesquels on pourra choisir un juge à la Cour suprême du Canada.</p>
<b>Recommandation 8</b>	<p>Le Comité recommande que, après sélection d'un candidat figurant sur la liste fournie par le comité consultatif et sa nomination par le gouverneur en conseil, le président du comité consultatif et/ou le ministre de la Justice se présentent devant le Comité permanent de la Justice, des droits de la personne, de la sécurité publique et de la protection civile et les titres de compétence du candidat retenu.</p>
<b>Réponse</b>	<p>Le ministre de la Justice, a comparu devant le comité le 7 avril 2005 (réunion no 30) pour parler de la procédure de nomination des juges et notamment d'un ensemble de principes-cadres, de considérations pratiques et de la proposition du gouvernement de réformer la procédure de nomination des juges de la Cour suprême du Canada. (Anglais - <a href="http://canada.justice.gc.ca/en/dept/pub/scs/index.html">http://canada.justice.gc.ca/en/dept/pub/scs/index.html</a>) et français - <a href="http://canada.justice.gc.ca/fr/dept/pub/scs/index.html">http://canada.justice.gc.ca/fr/dept/pub/scs/index.html</a>)</p>
Réponse au vérificateur général	
Aucune au cours de la période à l'étude.	
Vérifications externes	
Aucune au cours de la période à l'étude.	

(18) Résultats d'évaluation importants et adresse électronique de la dernière évaluation

<p>• aider les gouvernements autochtones qui négocient l'autonomie gouvernementale à renforcer leur capacité et à formuler des modèles [susceptibles de fonctionner comme mécanisme ou comme processus] pour appliquer leurs lois.</p> <p>On a prévu les grands résultats suivants pour la SJA, dont les trois éléments du fonds :</p> <p><b>Résultats immédiats</b></p> <ul style="list-style-type: none"> <li>• Amélioration de la capacité des collectivités de résoudre les problèmes de justice</li> <li>• Amélioration de l'acceptation et de la collaboration entre intervenants de la justice</li> <li>• Les intervenants sont informés et au courant</li> <li>• La population connaît davantage les problèmes de la justice applicable aux Autochtones</li> </ul> <p><b>Résultats intermédiaires</b></p> <ul style="list-style-type: none"> <li>• Amélioration de la prestation des services, de la sensibilisation et de la participation des collectivités</li> <li>• Grâce aux services de proximité, amélioration des attitudes dans les collectivités vis-à-vis du système de justice</li> <li>• Amélioration de l'élaboration des politiques concernant les peuples autochtones</li> </ul> <p><b>Résultats finaux</b></p> <ul style="list-style-type: none"> <li>• Les collectivités autochtones sont davantage responsables de l'administration locale de la justice</li> <li>• La justice classique prend en compte les besoins des peuples autochtones</li> <li>• Réduction de la victimisation, de la criminalité et des incarcérations dans les collectivités dotées d'un programme de justice communautaire</li> </ul>	<p>7. Résultats obtenus et progrès réalisés</p> <ul style="list-style-type: none"> <li>• Selon les personnes interrogées lors de la collecte des données pour l'évaluation formative de la SJA, il y a davantage de connaissance et de reconnaissance de la part de la justice classique, davantage d'affirmation et de contrôle de la participation dans la justice communautaire, davantage de réseaux et d'échanges d'informations, davantage de partage des ressources avec d'autres services communautaires</li> <li>• En 2004-2005, la SJA a permis de financer 85 projets de justice communautaire dans les 13 provinces et territoires, procurant ainsi des services à 451 collectivités. Par comparaison, en 1996-1997 (la première année de son fonctionnement), la SJA a permis de verser des fonds à 26 projets de justice communautaire dans six provinces et un territoire.</li> <li>• En 1996-1997, 20 des 26 projets de justice communautaire financés par la SJA ont indiqué qu'ils avaient des liens avec d'autres organismes sociaux et judiciaires dans leur collectivité. En 2004-2005, les 54 projets de justice communautaire qui avaient présenté un rapport d'activités annuel à la Direction de la justice autochtone au 27 juin 2005, ont détaillé leurs liens avec d'autres organismes communautaires.</li> <li>• En 1996-1997, les 26 projets de justice communautaire financés par la SJA ont signalé 798 renvois du système juridique classique, soit une moyenne de 31 renvois par programme. Ces chiffres incluent les mesures de déjudiciarisation préalables et postérieures au dépôt des accusations, les cas renvoyés aux collectivités pour les cercles de détermination de la peine et les cas de médiation familiale et de protection de l'enfance renvoyés à des programmes communautaires de rechange. En 2004-2005, le nombre de renvois s'élevait à 548 à l'égard des 54 projets de la SJA qui avaient fourni un rapport d'activités annuel au 27 juin 2005, soit une moyenne de 103 renvois par projet.</li> </ul> <p>La Direction de la justice autochtone (DJA) exige que les responsables des projets qu'elle soutient remettent des statistiques semestrielles et parfois trimestrielles. Puisqu'il y a eu peu ou pas de déclarations d'activités en 2003-2004 et au cours du premier semestre de 2004-2005, la DJA et la province cofinanciant ont supprimé les crédits de deux projets. Cet examen et cette évaluation permanente des résultats des projets ayant le soutien de la SJA ont entraîné d'autres suppressions, soit à la demande de la province, soit à l'initiative de la DJA.</p>
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1) Titre du programme de paiement de transfert : Fonds de la Stratégie de la justice applicable aux Autochtones (SJA)			
2) Date de mise en œuvre :	2002-2003	3) Date de clôture :	2006-2007
4) Financement total :	11 232 539 \$ x 5 ans, soit 56 162 695 \$		
<p>5) Description du programme de paiement de transfert : Le fonds prévoit des crédits de contribution pour les programmes communautaires, la formation, le perfectionnement et le développement de la capacité d'autonomie gouvernementale. Des crédits de subvention sont prévus pour des activités de formation et de perfectionnement si le bénéficiaire satisfait aux obligations de reddition de comptes et de contrôle avant l'approbation de sa demande.</p> <p>6) Objectifs et résultats prévus :</p> <p>Voici les objectifs de l'élément Programmes de justice communautaire :</p> <ul style="list-style-type: none"> <li>• donner aux peuples autochtones la possibilité d'assumer davantage de responsabilités dans l'administration de la justice dans leurs collectivités ;</li> <li>• favoriser l'amélioration de la réactivité, de l'équité, du souci d'inclusion et de l'efficacité du système de justice en matière de justice et de son administration, de façon à répondre aux besoins et aux aspirations des peuples autochtones dans les domaines suivants :</li> <li>a) déjudiciarisation,</li> <li>b) élaboration d'options avant la détermination de la peine,</li> <li>c) autres solutions pour le prononcé de la peine (cercles),</li> <li>d) recours aux juges de paix,</li> <li>e) médiation en matière familiale et civile ; autres services communautaires – soutien aux victimes, services de réinsertion des délinquants en cas d'affiliation à un programme réussi aux termes de l'un des domaines précités ;</li> <li>• aider à réduire les taux de criminalité et d'incarcération des peuples autochtones dans les collectivités dotées de programmes cofinancés.</li> </ul> <p>Voici les objectifs de l'élément Formation et Perfectionnement :</p> <ul style="list-style-type: none"> <li>• prendre en compte les besoins en formation ou en perfectionnement des collectivités autochtones ne disposant pas pour l'instant de programmes communautaires financés grâce à la stratégie ;</li> <li>• compléter les besoins permanents en formation des actuels programmes communautaires dans les cas où le budget de cofinancement ne satisfait pas comme il faut à ces besoins ;</li> <li>• soutenir l'élaboration de nouveaux programmes, en s'attachant particulièrement à : <ul style="list-style-type: none"> <li>– l'actualisation de programmes régionaux et locaux entre les programmes,</li> <li>– l'engagement d'élaborer de nouveaux programmes dans les modèles de programme sous-représentés tels que la résolution des différends civils, familiaux et touchant le bien-être des enfants ;</li> </ul> </li> <li>• soutenir le rôle des femmes dans les actions de justice réparatrice ;</li> <li>• soutenir le rôle des victimes dans les actions de justice réparatrice ;</li> <li>• soutenir des événements et des actions spéciales ou annuelles (par opposition à des projets et à des programmes permanents) qui jettent des ponts, renforcent la confiance et les partenariats entre la justice classique et les collectivités autochtones ;</li> <li>• soutenir des activités d'évaluation.</li> </ul> <p>Voici les objectifs de l'élément Développement des capacités d'autonomie gouvernementale :</p> <ul style="list-style-type: none"> <li>• produire des informations sur des modes efficaces d'application et d'exécution des lois, puis les diffuser dans les collectivités autochtones ;</li> <li>• aider les gouvernements autochtones à élaborer la capacité nécessaire qu'il leur faut pour élaborer, appliquer et exécuter leurs lois ;</li> <li>• aider les gouvernements autochtones à comprendre les aspects civils et réglementaires du système canadien de justice ;</li> </ul>			

- Les services nouveaux et élargis portent sur des domaines tels que l'éducation des enfants (comme le programme Positive Parenting from Two Homes: For Kids! de l'Île-du-Prince-Édouard, qui a remporté un grand succès) et d'autres services destinés aux parents (comme le programme d'éducation des parents ayant de grands conflits mis en œuvre en Saskatchewan en cas de visites supervisées et de transfert supervisé des enfants d'un parent à l'autre). Plusieurs provinces se sont servies des contributions du Fonds pour établir ou élargir des programmes de médiation et différents programmes de règlement extrajudiciaire des conflits, afin de favoriser un règlement moins conflictuel des problèmes relevant de la justice familiale.
- La Stratégie a récemment fait l'objet d'une évaluation formative visant à déterminer les progrès accomplis, y compris la mise en œuvre du Fonds. Nous présentons quelques conclusions préliminaires de l'évaluation à la section 18 ci-dessous.

	(8) Dépenses réelles 2002-2003	(9) Dépenses réelles 2003-2004	(10) Dépenses prévues 2004-2005	(11) Autorisations totales 2004-2005	(12) Dépenses réelles 2004-2005	(13) Écarts entre 10 et 12	(14) Résultat stratégique 1. Un système de justice équitable, accessible, adapté et qui reflète les valeurs canadiennes	Total des subventions	Total des contributions	Total des autres paiements de transfert	(16) Total PPT
								46 151	15 859 887		15 906 038
								0	15 140 001		15 140 001
								50 000	16 029 500		16 079 500
								50 000	16 029 500		16 079 500
								10 000	15 774 968		15 784 968
								40 000	254 532		294 532
17) Observations sur les écarts : Aucun financement n'a été accordé en 2003-2004 dans le cadre des éléments Projets pilotes et Programme de vulgarisation et d'information juridiques et formation professionnelle du Fonds. Lorsque le financement a été rétabli au cours de l'exercice 2004-2005, les retards causés par les longues procédures de démarrage nécessaires ont entraîné l'écart noté ci-dessus. De plus, il a fallu faire un rajustement de 0,25 million de dollars dans le cadre de la réaffectation fédérale d'un milliard de dollars.											

1) Titre du programme de paiement de transfert : Fonds de justice familiale axée sur l'enfant			
2) Date de mise en œuvre : 1er avril 2003		3) Date de clôture : 31 mars 2008	
4) Financement total : 30 924 969 \$ (du 1er avril 2003 au 31 mars 2005)			
<div>5) Description du programme de paiement de transfert</div> <div>Le Fonds de justice familiale axée sur l'enfant est l'un des trois piliers de la Stratégie de justice familiale axée sur l'enfant. Même si l'administration fédérale de procure pas directement de service aux parents séparés et divorcés, puis que les provinces et les territoires sont responsables de l'administration de la justice, le ministère de la Justice est déterminé à aider et à favoriser le développement, l'expansion et le maintien de tels services grâce au Fonds de justice familiale axée sur l'enfant.</div>			
<div>6) Objectifs et résultats prévus</div> <div>Le grand objectif stratégique est de contribuer au développement et au maintien d'un système de justice familiale axée sur l'enfant pouvant</div> <ul style="list-style-type: none"><li>• Minimiser les éventuelles répercussions négatives de la séparation ou du divorce sur les enfants;</li><li>• Procurer aux parents les outils dont ils ont besoin dans l'exercice de leurs responsabilités parentales, et ce, dans l'intérêt de l'enfant;</li><li>• Veiller à ce que la manière de procéder en justice soit fondée davantage sur la collaboration, et que le recours aux tribunaux soit limité aux cas les plus difficiles.</li></ul> <div>Les résultats finaux attendus du Fonds de justice familiale axée sur l'enfant sont les suivants :</div> <ul style="list-style-type: none"><li>• Processus décisionnel tenant compte des besoins individuels des enfants;</li><li>• Système de justice familiale favorisant le règlement en temps opportun des questions de droit de la famille;</li><li>• Augmentation du taux de respect des ententes parentales et des obligations en matière de pensions alimentaires pour enfants.</li></ul> <div>Résultats directs :</div> <ul style="list-style-type: none"><li>• Des services élargis de justice familiale axée sur l'enfant sont dispensés par les provinces et territoires, y compris des moyens de modifications des ententes parentales et des obligations en matière de pensions alimentaires pour enfants.</li><li>• Un recours accru aux services de justice familiale par les parents et les enfants.</li></ul>			
<div>7) Résultats obtenus et progrès réalisés</div> <ul style="list-style-type: none"><li>• Grâce aux améliorations considérables apportées au Fonds dans sa première année, la deuxième année a été marquée par des progrès constants dans le développement, la prestation et la mesure du rendement des services de justice familiale. Grâce à des contributions du Fonds, les provinces et les territoires ont maintenu plus de 35 programmes et services en 2004-2005, ont étendu ou amélioré six autres et ont mis en place au moins quatre nouveaux services.</li></ul>			

1) Titre du programme de paiement de transfert : Programme des services de justice pour les jeunes						
2) Date de mise en œuvre :		3) Date de clôture :		4) Financement total : 950 628 502 \$ (du 1er avril 2000 au 31 mars 2005)		
5) Description du programme de paiement de transfert : Ce programme permanent appuie l'Initiative sur le renouvellement du système de justice pour les jeunes. Il permet d'aider financièrement les provinces et les territoires à gérer un système de justice pour les jeunes qui se fonde moins sur des mesures judiciaires et des peines carcérales en cas de crimes sans violence.						
6) Objectifs et résultats prévus : Un système équitable et efficace de justice pour les jeunes qui réserve les interventions les plus sévères aux infractions les plus graves et prévoit des interventions communautaires constructives pour les infractions moins graves, de façon à réduire le recours aux tribunaux et les peines de garde et de détention. Les principaux indicateurs de succès à long terme comprennent une diminution du pourcentage de jeunes traduits devant les tribunaux pour adolescents ainsi qu'une réduction du pourcentage de jeunes délinquants purgeant une peine de garde en milieu fermé ou en milieu ouvert ou mis en détention préventive.						
7) Résultats obtenus et progrès réalisés : Grâce, en partie, aux nouveaux investissements effectués par les provinces et les territoires dans les programmes communautaires, la population moyenne de jeunes purgeant des peines de garde ou de détention (à l'exclusion de l'Ontario) a baissé de 25 %, passant de 2 569 en 1998-1999 à 1 939 en 2002-2003, d'après les chiffres du Centre canadien de la statistique juridique.						
14) Résultat stratégique ou priorité	(8) Dépenses réelles 2002-2003	(9) Dépenses réelles 2003-2004	(10) Dépenses prévues 2004-2005	(11) Autorisations totales 2004-2005	(12) Dépenses réelles 2004-2005	(13) Écarts entre 10 et 12
Total des subventions						
Total des contributions	196 515 059	195 702 596	188 652 100	188 652 100	188 652 100	
Total des autres paiements de transfert						
16) Total PPT	196 515 059	195 702 596	188 652 100	188 652 100	188 652 100	
17) Observations sur les écarts :						



1) Titre du programme de paiement de transfert : Programme de placement et de surveillance aux fins de réadaptation intensive			
2) Date de mise en œuvre : 1er avril 2002		3) Date de clôture : Continu	
4) Financement total : 4 939 250 \$			
5) Description du programme de paiement de transfert : À l'appui de l'Initiative sur le renouvellement du système de justice pour les jeunes, ces paiements de transfert aident les provinces et les territoires à mettre en place les programmes thérapeutiques spécialisés nécessaires pour administrer la nouvelle option en matière de détermination de la peine connue sous le nom d'ordonnance de placement et de surveillance dans le cadre d'un programme intensif de réadaptation (voir alinéa 42(2)r) et paragraphe 42(7) de la Loi sur le système de justice pénale pour les adolescents).			
6) Objectifs et résultats prévus : Ordonnances de placement et de surveillance dans le cadre d'un programme intensif de réadaptation.			
7) Résultats obtenus et progrès réalisés : Au 31 mars 2005, les tribunaux avaient pris huit ordonnances de placement et de surveillance dans le cadre d'un programme intensif de réadaptation.			
	(8) Dépenses réelles 2002-2003	(9) Dépenses réelles 2003-2004	(10) Dépenses prévues 2004-2005
			(11) Autorisations totales 2004-2005
			(12) Dépenses réelles 2004-2005
			(13) Écarts entre 10 et 12
(14) Résultat stratégique ou priorité			
Total des subventions			
Total des contributions	1 475 000	1 520 100	9 906 500
Total des autres paiements de transfert			
(16) Total PPT	1 475 000	1 520 100	9 906 500
			1 944 150
			7 962 350
(17) Observations sur les écarts : Le nombre d'ordonnances de placement et de surveillance dans le cadre d'un programme intensif de réadaptation prises par les tribunaux est très inférieur à celui qui avait été prévu à l'origine. De plus, il a fallu faire un rajustement de 0,25 million de dollars dans le cadre de la réaffectation fédérale d'un milliard de dollars.			

	8) Dépenses réelles 2002-2003	9) Dépenses réelles 2003-2004	10) Dépenses prévues 2004-2005	11) Autorisations totales 2004-2005	12) Dépenses réelles 2004-2005	13) Écarts entre 10 et 12
Résultat stratégique et titre de la priorité						
Total des subventions						
Total des contributions	102 930 007	116 897 948	127 427 507	127 427 507	126 854 033	573 474
Total des autres paiements de transfert						
16) Total PPT						
17) Observations sur les écarts :						



Tableau 14 – Renseignements sur les programmes de paiements de transfert

1) Titre du programme de paiement de transfert : Programme d'aide juridique		
2) Date de mise en œuvre : 1er avril 2003 pour les ententes actuelles sur l'aide juridique	3) Date de clôture : 31 mars 2006 pour les ententes actuelles sur l'aide juridique	4) Financement total : Crédit 5 seulement : 126 854 033 \$ (2004-2005) 116 897 948 \$ (2003-2004) 102 871 151 \$ (2002-2003)

5) Description du programme de paiement de transfert

La Stratégie de renouvellement de l'aide juridique du Ministère (2003-2006) comprend les éléments suivants :

#### 1.0 Financement de base de l'aide juridique – Provinces

Pendant la durée des ententes de trois ans, le Gouvernement du Canada contribue au coût de la prestation de services d'aide juridique aux personnes démunies accusées de graves infractions criminelles et aux jeunes inculpés en vertu de la *Loi sur le système de justice pénale pour les adolescents*.

#### 2.0 Fonds d'investissement

Le Fonds d'investissement a pour objet de combler les lacunes de l'aide juridique en matière pénale dans les provinces (et en matière civile dans les territoires).

#### 3.0 Aide juridique aux immigrants et aux réfugiés

Des ressources sont mises à la disposition des provinces participantes qui fournissent de l'aide juridique aux immigrants et aux réfugiés, dans le cadre d'une entente de trois ans.

#### 4.0 Gestion des affaires en cas de désignation de l'avocat par le tribunal dans les poursuites fédérales

#### 5.0 Elaboration de la politique d'aide juridique

L'élaboration de la politique d'aide juridique se fonde sur les enseignements tirés du programme de recherche de deux ans réalisé dans le cadre du Projet d'aide juridique (2001-2003), la mesure et l'évaluation continues du rendement des initiatives financées par le Fonds d'investissement ainsi que les résultats de la recherche et des projets pilotes portant sur l'aide juridique en matière civile.

#### Résultats obtenus

- Par suite de ces ententes de contributions, 244 765 demandes d'aide juridique à service complet en matière pénale ont été approuvées au Canada durant l'exercice 2003-2004 (année la plus récente pour laquelle des données sont disponibles). De plus, des services d'avocat de garde au tribunal ont été fournis dans 1 027 155 cas.
- Grâce au Fonds d'investissement, le Ministère a pu accroître l'accès aux services d'aide juridique, surtout aux « premières lignes » du système de justice pénale. Durant la période à l'étude, plus de 100 initiatives ont été financées partout dans le pays.
- Quatre des priorités du Fonds d'investissement ont fait l'objet de 73,4 % des projets : accès rapide aux services d'aide juridique, 28,4 %; diversification des services, 22,5 %; autochtones, 13,7 % et besoins spéciaux, 8,8 %. Chacun des territoires a mis en œuvre au moins un projet d'aide juridique en matière civile. Près de la moitié des projets comportant un élément lié aux langues officielles avaient également des liens avec d'autres priorités du Fonds d'investissement (par exemple, services bilingues d'avocat de garde fournis en vertu de l'arrêt *Brydges* et centres d'appels offrant des services dans plusieurs langues, y compris les deux langues officielles).

**Tableau 10-B – Rapport sur les frais d'utilisation de 2004-2005 – Politique sur les normes de service pour les frais d'utilisation**

À quel descriptif?	Norme de service	Mécanisme de suivi	Consultation des intervenants
Frais facturés au titre du traitement des demandes d'accès présentées aux termes de la Loi sur l'accès à l'information	Cadre en cours d'élaboration au SCT <i>Pour information</i> <a href="http://lois.justice.gc.ca/7/A-1/index.html">http://lois.justice.gc.ca/7/A-1/index.html</a>	Les délais fixés par la loi ont été respectés dans 53 % des cas	La norme de service est définie dans la Loi sur l'accès à l'information et le Règlement sur l'accès à l'information. Des consultations avec les intervenants ont eu lieu à l'occasion des modifications apportées en 1986 et en 1992.
Aide à l'exécution des ordonnances et des ententes familiales (saisies-arrêts)	Toutes les demandes de communication de renseignements font l'objet d'une réponse dans les deux semaines.	Atteint à 100 %	Les réactions informelles ainsi que les contacts quotidiens avec les clients et les intervenants, y compris les responsables des programmes provinciaux et territoriaux de pensions alimentaires et d'exécution, les tribunaux, les créanciers et les partenaires de l'administration fédérale, témoignent d'un niveau élevé de satisfaction de la part des bénéficiaires des services dispensés aussi bien dans le cadre du programme d'aide à l'exécution des ordonnances et des ententes familiales que par le Bureau d'enregistrement des actions en divorce.
	Toutes les demandes de saisie-arrêt sont exécutées dans les 35 jours après réception	Atteint à 100 %	
	Toutes les demandes de refus d'autorisation sont exécutées dans les deux semaines après réception.	Atteint à 100 %	
	Toutes les demandes de renseignement de la part des programmes d'exécution font l'objet d'une réponse dans les 24 heures.	Atteint à environ 90 % <sup>1</sup>	
Bureau d'enregistrement des actions en divorce	Toutes les demandes de renseignement provenant du public font l'objet d'une réponse dans les 48 heures.	Atteint à environ 90 % <sup>1</sup>	Une enquête a été réalisée en janvier 2005 pour évaluer d'une façon plus formelle la satisfaction des clients par rapport aux normes et aux niveaux de service ainsi qu'à l'accessibilité des services. Les résultats sont actuellement compilés, mais les conclusions préliminaires indiquent que les niveaux de satisfaction sont élevés.
	Tous les certificats de mise à jour sont délivrés 4 semaines après la réception de la demande.	Atteint à environ 85 % <sup>1</sup>	
	Toutes les demandes de renseignements au téléphone font l'objet d'une réponse dans les 24 heures et les demandes de renseignements écrites, dans les 5 jours ouvrables.	Atteint à 90 %	

**Note**

(1) Ces statistiques ne sont pas recueillies par le système actuel. Les activités connexes font l'objet d'une surveillance directe (par les superviseurs). Le pourcentage inscrit représente une estimation éclairée.

B. Autres renseignements

**Droits perçus au titre de l'aide à l'exécution des ordonnances et des ententes familiales (saisies-arrêts)**

Aux termes de la partie II de la Loi d'aide à l'exécution des ordonnances et des ententes familiales, le Ministère reçoit, des autorités provinciales et territoriales, des demandes de saisie-arrêt des paiements versés au titre de l'assurance chômage, des remboursements d'impôt et des prestations du Régime de pensions du Canada, dans le but de faire exécuter des ordonnances alimentaires, familiales. Le Ministère perçoit un droit de 190 \$ par demande pour toute la période d'application de 5 ans, qui sert à couvrir les frais d'administration liés à ces demandes. Les frais sont perçus à raison de 38 \$ par an. En 2004-2005, le Ministère a traité plus de 140 000 demandes à l'égard desquelles il a perçu des droits totalisant 6,4 millions de dollars.

**Droits perçus par le Bureau d'enregistrement des actions en divorce**

Le Ministère maintient en outre le Bureau d'enregistrement des actions en divorce, qui permet d'empêcher qu'une action en divorce ne soit entendue par plus d'un tribunal au Canada. Un tribunal saisi d'une demande d'action en divorce doit remplir un formulaire et le remettre au Ministère. Celui-ci enregistre la demande dans une base de données. Tous les dossiers de divorce sont ensuite vérifiés pour s'assurer que le même couple n'a pas engagé d'autres procédures similaires, sans a pas double emploi, un certificat de mise à jour est délivré, ce qui permet au tribunal de poursuivre l'audition de la demande. Un droit de 100 \$ est imposé pour chaque formulaire d'enregistrement, assorti d'une compensation de 15 \$ par formulaire versée aux tribunaux une fois l'autorisation accordée. Au cours de l'exercice 2001-2003, le Bureau a reçu 39 201 formulaires et perçu des droits totalisant 3,9 million de dollars. Les travaux seront en cours de procéder à un examen complet du montant du droit afin de s'assurer qu'il correspond au coût du service donné. Ces travaux devaient prendre fin au cours de l'exercice 2005-2006.



Tableau 10-A – Rapport sur les frais d'utilisation pour 2004-2005 – Loi sur les frais d'utilisation

2004-2005							Années de planification				
A. Frais d'utilisation	Type de frais	Pouvoir d'établissement des frais	Date de la dernière modification	Recettes prévues (000 \$)	Recettes réelles (000 \$)	Coût total (000 \$)	Norme de rendement	Résultats liés au rendement	Exercice	Recettes prévues (000 \$)	Coût total estimatif (000 \$)
Frais facturés au titre du traitement des demandes d'accès présentées aux termes de <i>Loi sur l'accès à l'information</i>	Autres produits et services	Loi sur l'accès à l'information	1992	n.d.	1,9	1 494	Cadre en cours d'élaboration au SCT  <i>Pour l'information</i> <a href="http://lois.justice.gc.ca/ft/A-1/index.html">http://lois.justice.gc.ca/ft/A-1/index.html</a>	Les délais fixés par la Loi ont été respectés dans 53 % des cas	2005-2006 2006-2007 2007-2008	2,5 3,0 3,0	1 867 1 963 2 003

**Note 1 :** Le coût total représente le coût du bureau du directeur de l'accès à l'information et de la protection des renseignements personnels (AIPRP) à la Justice. Le bureau de l'AIPRP a pour rôle de répondre à toutes les demandes officielles présentées au ministère de la Justice en vertu de la *Loi sur l'accès à l'information* et de la *Loi sur la protection des renseignements personnels*. Le bureau a un rôle élargi qui va au-delà des services équivalents des autres ministères fédéraux. À part le traitement des demandes, il doit répondre aux demandes de consultations provenant d'autres organismes fédéraux concernant les relations avocat-client dans toute l'administration fédérale.

**B. Date de la dernière modification :** N.d.

**C. Autre:** N.d.



<b>Portefeuille du droit des affaires et du droit réglementaire</b>	Budget principal des dépenses	0,0	0,0	0,0	149,0	142,8	150,4	93,9
	Dépenses prévues	0,0	0,0	0,0	0,0	0,0	0,0	0,0
	Autorisations totales	0,0	0,0	0,0	0,0	0,0	0,0	0,0
	Dépenses réelles	0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Portefeuille des organismes centraux</b>	Budget principal des dépenses	0,0	0,0	0,0	14,0	13,8	13,9	14,0
	Dépenses prévues	0,0	0,0	0,0	0,0	0,0	0,0	0,0
	Autorisations totales	0,0	0,0	0,0	0,0	0,0	0,0	0,0
	Dépenses réelles	0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Portefeuille de l'administration</b>	Budget principal des dépenses	0,0	0,0	0,0	40,4	41,6	39,0	57,5
	Dépenses prévues	0,0	0,0	0,0	0,0	0,0	0,0	0,0
	Autorisations totales	0,0	0,0	0,0	0,0	0,0	0,0	0,0
	Dépenses réelles	0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Autre <sup>1</sup></b>	Budget principal des dépenses	0,0	0,0	0,0	1,3	1,4	0,0	1,3
	Dépenses prévues	0,0	0,0	0,0	0,0	4,0	0,0	5,4
	Autorisations totales	0,0	0,0	0,0	0,0	0,0	0,0	1,3
	Dépenses réelles	0,0	0,0	0,0	0,0	0,0	0,0	6,8
<b>Outils <sup>2</sup></b>	Budget principal des dépenses	0,0	0,0	0,0	79,3	75,3	81,2	65,8
	Dépenses prévues	0,0	0,0	0,0	0,0	0,0	0,0	0,0
	Autorisations totales	0,0	0,0	0,0	0,0	0,0	0,0	0,0
	Dépenses réelles	0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Total pour le ministère</b>	Budget principal des dépenses	431,7	434,7	493,8	79,3	79,3	81,2	70,4
	Dépenses prévues	431,7	434,7	493,8	79,3	79,3	81,2	70,4
	Autorisations totales	422,9	434,7	503,1	79,3	79,3	81,2	70,4
	Dépenses réelles	414,9	434,7	457,7	79,3	79,3	81,2	70,4

1. « Autre » désigne l'avocat général principal – Groupe de la coopération internationale, le projet de résolution des différends, les affaires francophones, le Groupe du droit des langues officielles, POLAF, le Projet des conventions, les Services d'aide au droit familial

2. « Outils » désigne la haute direction, le soutien, les services ministériels, les communications

3. Les dépenses réelles (943 millions de dollars) ont été inférieures de 68 millions de dollars aux dépenses prévues (1011 millions de dollars). La sous-utilisation peut s'attribuer surtout aux deux facteurs suivants : 1) les sommes dépensées et recouvrées auprès des ministères et organismes clients pour la prestation de services juridiques ont été inférieures d'environ 40 millions de dollars au maximum autorisé par le Conseil du Trésor ; 2) le ministère a versé 23 millions de dollars à la réaffectation fédérale d'un milliard de dollars, annoncée dans le budget de 2003. Le montant de la contribution exigée de Justice Canada n'avait pas encore été confirmé quand les chiffres des dépenses prévues ont été déclarés dans le Rapport sur les plans et priorités 2004-2005. La participation plus lente que prévue au programme des subventions et contributions par les provinces et les territoires explique la somme de 16 millions de dollars du total de 23 millions de dollars de la contribution ministérielle. Les 7 millions de dollars restants sont attribuables à l'amélioration du rendement opérationnel dans la plupart des services ministériels.



Table 9: Resource Requirements by Branch/Sector Level

	Droit et orientation	Services aux clients fédéraux	Administration	Total
	Budget principal des dépenses Dépenses prévues Autorisations totales Dépenses réelles	0,0 0,0 0,0 0,0	0,0 0,0 0,0 0,0	431,7 434,7 422,9 414,9
<b>Service fédéral des poursuites</b>	Budget principal des dépenses Dépenses prévues Autorisations totales Dépenses réelles	78,6 83,2 78,2 89,5	0,0 0,0 0,0 0,0	78,6 83,2 78,2 89,5
<b>Services législatifs</b>	Budget principal des dépenses Dépenses prévues Autorisations totales Dépenses réelles	17,5 23,6 17,6 23,8	0,0 0,0 0,0 0,0	17,5 23,6 17,6 23,8
<b>Contentieux des affaires civiles et Droit public</b>	Budget principal des dépenses Dépenses prévues Autorisations totales Dépenses réelles	25,0 17,5 26,5 24,1	0,0 0,0 0,0 0,0	25,0 17,5 26,5 24,1
<b>Portefeuille des services de droit fiscal</b>	Budget principal des dépenses Dépenses prévues Autorisations totales Dépenses réelles	47,6 51,6 46,3 44,1	0,0 0,0 0,0 0,0	47,6 51,6 46,3 44,1
<b>Portefeuille de la citoyenneté et de l'immigration</b>	Budget principal des dépenses Dépenses prévues Autorisations totales Dépenses réelles	31,4 33,6 39,0 37,2	0,0 0,0 0,0 0,0	31,4 33,6 39,0 37,2
<b>Portefeuille des affaires autochtones</b>	Budget principal des dépenses Dépenses prévues Autorisations totales Dépenses réelles	89,0 87,9 90,9 76,2	0,0 0,0 0,0 0,0	89,0 87,9 90,9 76,2

Tableau 7 – Sources des recettes disponibles et des recettes non disponibles

	2002-2003	2003-2004	2004-2005			
Recettes non disponibles <sup>1</sup> En millions de dollars	Recettes réelles	Recettes réelles	Recettes Prévue	Autorisations totales	Recettes réelles	
Secteur d'activités – Droit et orientation	5,0	5,6	5,1	5,1	6,4	
Programme d'aide à l'exécution des ordonnances et des ententes familiales	15,5	n.d.	n.d.	n.d.	n.d.	
– Droits <sup>2</sup>	0,0	0,8	0,0	0,0	0,2	
Recouvrements auprès des ministères clients <sup>3</sup>	0,0	0,0	0,4	185,0	1,0	
Secteur d'activités – Services aux clients fédéraux	0,0	1,3	0,4	0,4	144,0	
Amendes et confiscations	0,0	130,4	185,0	185,0	1,0	
Recouvrements auprès des ministères clients <sup>3</sup>	0,7	0,7	0,8	0,8	0,7	
Bureau d'enregistrement des actions en divorce	4,1	0,8	0,0	0,0	39,5	
Rajustements aux comptes créditeurs des exercices précédents (4)	n.d.	n.d.	n.d.	n.d.	1,3	
Recettes diverses	2,9	1,9	1,1	1,1	3,7	
Total des recettes non disponibles	28,2	141,5	192,4	192,4	195,8	

1. Les frais perçus au titre des demandes d'accès à l'information sont assujettis aux dispositions de la Loi sur les frais d'utilisation et de la Politique sur les normes de service pour les frais d'utilisation du Secrétaire du Conseil du Trésor. Ces recettes figurent aux tableaux 10-A et 10-B. Les recettes tirées des demandes d'accès à l'information sont comprises avec les autres Recettes diverses ci-dessus ; en 2002-2003, elles se sont élevées à 7800 \$, en 2003-2004 à 38 500 \$ et en 2004-2005, à 1 900 \$. Les autres recettes non disponibles déclarées ci-dessus ne constituent pas des « Frais d'utilisation ».

2. Le Programme canadien des armes à feu a été transféré à SPPCC le 1<sup>er</sup> avril 2003.

3. Les montants recouvrés des ministères clients ne figuraient pas parmi les sources de recettes déclarées dans le RPP de 2004-2005.

4. Le Ministère a procédé à un important rajustement pour corriger les comptes créditeurs et les paiements de transfert des exercices précédents. Au 31 mars 2004, le passif total était surevalué de 39 448 919 \$.

Passif éventuel - contenu	29 947 500 \$
Passif éventuel - dont garanties, assurance, organisations internationales	0 \$
Passif éventuel - total	29 947 500 \$

Tableau 5 – Passif éventuel

Coût net pour le Ministère en 2004 – 2005	
Plus : Services reçus à titre gracieux	
Locaux fournis par Travaux publics et Services gouvernementaux Canada (TPSGC)	40,5
Contributions de l'employeur aux primes du régime d'assurance des employés et dépenses payées par le SCT (à l'exclusion des fonds renouvelables)	31,1
Cotisations pour l'indemnisation des victimes d'accidents du travail versées par Développement social Canada	0,1
Moins : Recettes non disponibles	(195,8)
<b>Total des dépenses réelles</b>	<b>818,8</b>

Tableau 4 – Coût net pour le Ministère

Poste	Libellé tronqué du poste	Budget principal des dépenses	Dépenses prévues	Autorisations totales	Dépenses réelles
1	Dépenses de fonctionnement	533,9	537,2	541,8	498,3
5	Subventions et contributions	389,6	392,6	382,1	376,5
(L)	Ministère de la Justice - Traitement et allocation pour automobile	0,1	0,1	0,1	0,1
(L)	Contributions aux régimes d'avantages sociaux des employés	81,3	81,3	83,3	68,1
<b>Total</b>		<b>1 004,8</b>	<b>1 011,1</b>	<b>1 007,2</b>	<b>943,0</b>

Tableau 3 – Dépenses votées et dépenses législatives

Tableau 2 – Utilisation des ressources par secteur d'activités

2004-2005									
Secteur d'activités	Budgétaire						Plus : Non-budgétaire	Total	
	Fonctionnement	Immobilisations	Subventions et contributions	Total : Dépenses budgétaires brutes	Moins : Recettes disponibles	Total : Dépenses budgétaires nettes	Prêts, placements et avances		
<b>Droit et orientation</b>									
Budget principal des dépenses	42,1	0,0	389,6	431,7	0,0	431,7	0,0	431,7	
Dépenses prévues	42,1	0,0	392,6	434,7	0,0	434,7	0,0	434,7	
Autorisations totales	40,8	0,0	382,1	422,9	0,0	422,9	0,0	422,9	
Dépenses réelles	38,4	0,0	376,5	414,9	0,0	414,9	0,0	414,9	
<b>Services aux clients fédéraux</b>									
Budget principal des dépenses	493,8	0,0	0,0	493,8	0,0	493,8	0,0	493,8	
Dépenses prévues	497,1	0,0	0,0	497,1	0,0	497,1	0,0	497,1	
Autorisations totales	503,1	0,0	0,0	503,1	0,0	503,1	0,0	503,1	
Dépenses réelles	457,7	0,0	0,0	457,7	0,0	457,7	0,0	457,7	
<b>Administration</b>									
Budget principal des dépenses	79,3	0,0	0,0	79,3	0,0	79,3	0,0	79,3	
Dépenses prévues	79,3	0,0	0,0	79,3	0,0	79,3	0,0	79,3	
Autorisations totales	81,2	0,0	0,0	81,2	0,0	81,2	0,0	81,2	
Dépenses réelles	70,4	0,0	0,0	70,4	0,0	70,4	0,0	70,4	
<b>Total, Ministère</b>									
Budget principal des dépenses	615,2	0,0	389,6	1 004,8	0,0	1 004,8	0,0	1 004,8	
Dépenses prévues	618,5	0,0	392,6	1 011,1	0,0	1 011,1	0,0	1 011,1	
Autorisations totales	625,1	0,0	382,1	1 007,2	0,0	1 007,2	0,0	1 007,2	
Dépenses réelles	566,5	0,0	376,5	943,0	0,0	943,0	0,0	943,0	

2004-2005

En millions de dollars		Dépenses réelles	Dépenses réelles	Budget principal des dépenses <sup>4</sup>	Dépenses prévues	Autorisations totales	Dépenses réelles
2002-2003	Droit et orientation	555,2	427,6	431,7	434,7	422,9	414,9
	Services aux clients fédéraux <sup>1</sup>	313,1	440,1	493,8	497,1	503,1	457,7
	Administration	73,9	70,0	79,3	79,3	81,2	70,4
	Total	942,2	937,7	1 004,8	1 011,1	1 007,2	943,0
2004-2005	Total	942,2	937,7	1 004,8	1 011,1	1 007,2	943,0
	Total	942,2	937,7	1 004,8	1 011,1	1 007,2	943,0
	Moins : Recettes non disponibles	-28,2	-141,5	n.d.	-192,4	-192,4	-195,8
	Plus : Coût des services reçus à titre gracieux	45,3	65,2	n.d.	59,7	59,7	71,6
Coût net pour le Ministère		959,3	861,4	1 004,8	878,4	874,5	818,8
Équivalents temps plein		3 631	4 614	n.d.	5 017	5 017	4 989

4. Les recettes non disponibles, le coût des services reçus à titre gracieux et les équivalents temps plein ne figureraient pas séparément dans les prévisions budgétaires du ministère de la Justice.

Section III - Renseignements  
Supplémentaires



Évaluation globale de la Priorité 7		Atteint presque entièrement	
Atteint	Atteint	Inventaire des procès actifs	Raisonnable
Les données se limitent surtout aux intrants/extrants. Il faut stabiliser les systèmes de collecte des données et suivre les résultats		Raisonnable	
Le Ministère en est aux premiers stades des essais pilotes portant sur les démarches de surveillance et de déclaration du rendement. Il faut terminer la mise en œuvre des systèmes nationaux et celle de méthodes de travail normalisées. Il reste à régler les problèmes de validité et de sûreté des données.		Raisonnable	



Evaluation globale de la Priorité 7 – Des services juridiques de qualité élevée pour secondar le Gouvernement du Canada

Evaluation du rendement				Evaluation de la qualité des données					
Résultat prévu	Cote de rendement	Indicateur de rendement		Cote de qualité des données, commentaire	À améliorer				
Les décisions prises par les clients reflètent les conseils juridiques de qualité élevée	Atteint presque entièrement	Perception des clients quant au degré d'utilisation des conseils juridiques	Perception des clients quant à la qualité et à l'opportunité des conseils juridiques	Les résultats des vérifications, les renseignements anecdotiques et les projets pilotes sont positifs, mais les perceptions des clients ne sont pas systématiquement suivies partout dans le Ministère. Il faut une démarche plus uniforme pour obtenir les observations des clients	À améliorer				
	Atteint presque entièrement	Variation en pourcentage de la taille du passif éventuel de l'Etat		Comme ces données sont présentées pour la première fois cette année, il est impossible de dégager des tendances	Raisonnable				
Le risque juridique est prévenu, atténué et géré avec efficacité	Atteint presque entièrement	Niveaux de risque		Les données portent surtout sur des intrants/extrants et des renseignements anecdotiques. Le risque a fait l'objet de quelques discussions, mais les niveaux n'ont pas été systématiquement déclarés	Non évalué				
	Atteint presque entièrement	Pourcentage du passif éventuel de l'Etat devenant passif réel		Les données nécessaires pour calculer cette mesure étant instables, celle-ci manquerait de validité et de sûreté en ce moment	À améliorer				
Utilisation plus efficace des ressources	Non évalué	Coût moyen par affaire		Il existe peu de données à partir des résultats du projet pilote sur les mandataires pour les poursuites pénales (voir Priorité 2). La qualité des données actuellement saisies est en cours d'évaluation ; la mesure manque donc de validité et de sûreté pour l'instant.	Raisonnable				
Atteint presque entièrement	Atteint presque entièrement	Nombre des affaires résolues grâce à la résolution précoce des différends		Données préliminaires sur le nombre de dossiers réglés par résolution des différends. Il faudrait définir des normes et recueillir systématiquement ces données					

## Pleins feux sur l'amélioration des pratiques de gestion du rendement

Le bureau régional de la Colombie-Britannique est un excellent exemple de service régional qui a réussi, grâce à des projets pilotes réussis, à bien intégrer sa planification et sa mesure du rendement aussi bien à l'appui des résultats et des priorités stratégiques du Ministère que dans la prestation de services juridiques de qualité élevée à ses ministères clients de la région. Par exemple, le bureau a étendu son enquête annuelle sur la satisfaction des clients régionaux à sept clients importants (TPSGC, ARC, GRC, MPO, AINAC, SCC et CISP) et élargit cette année son enquête sur Internet pour y inclure des évaluations post-fermeture des cas importants ainsi que des réunions de groupes de consultation. Des enquêtes en ligne auprès de sept clients importants ont lieu pour la deuxième année consécutive. Comme en 2003-2004, les résultats témoignent d'un très haut niveau de satisfaction parmi les clients enquêtés.

Par ailleurs, le portefeuille des services du droit fiscal (SDF) a entrepris en 2004-2005 l'élaboration d'un cadre commun de gestion et de plans triennaux avec l'Agence du revenu du Canada. L'Agence participe au processus de planification. Cette initiative a permis aux SDF de mieux s'aligner sur les responsabilités de gestion dans un environnement caractérisé par des fluctuations des ressources et de la demande. Les plans triennaux seront axés sur les priorités, la réduction de la charge de travail, le règlement extrajudiciaire des différends, l'obligation de rendre compte de l'utilisation des ressources et une stratégie de financement durable. Les politiques nationales mises en œuvre dans les SDF pour garantir une utilisation efficace des ressources portent notamment sur l'utilisation des renseignements obtenus dans le cadre de la procédure de communication, les pouvoirs élargis de règlement des litiges par la Justice, le recours aux conférences préparatoires à l'audience, etc.



### Améliorer la mesure du rendement

Le projet de gestion proactive du droit a constitué un premier pas important vers l'amélioration de la capacité ministérielle de mesurer le rendement quant à la prestation des services juridiques. Le projet avait pour but d'aider le Ministère à prendre des mesures cohérentes, efficaces et économiques face aux problèmes juridiques, au lieu de réagir de manière ponctuelle quand l'environnement est agité. Au cours de l'exercice, le Ministère a intégré les principes et les enjeux du projet dans son processus de planification stratégique et continué à les explorer dans le cadre d'autres activités de mesure du rendement, comme la réalisation d'enquêtes sur la satisfaction des clients et la normalisation de la collecte d'autres données opérationnelles à l'aide de systèmes électroniques de gestion des cas (par exemple, iCase et Caseview).

Comme il s'est agi de la première année de collecte de données à l'aide de ces systèmes électroniques de gestion de l'information, les résultats obtenus serviront à définir un niveau de base à partir duquel de nouveaux objectifs de rendement peuvent être fixés, pour être atteints dans les trois à cinq prochaines années. À ce stade, il est essentiel de modifier les systèmes de collecte des données et leurs processus de soutien afin de saisir les données nécessaires à la production de quelques-uns des indicateurs. Il faut aussi stabiliser et de terminer la mise en œuvre des systèmes dans l'ensemble du Ministère (notamment dans les régions et les SJM), ce qui permettra d'accroître la sûreté et la validité des données. L'information recueillie servira à dégager les tendances dans des domaines tels que la complexité du travail, les services qui consomment le plus de ressources, l'utilisation et les répercussions des mécanismes de règlement extrajudiciaire des différends et le rendement d'ensemble quand il s'agit de protéger les intérêts juridiques et financiers de l'État en suivant les tendances de son passif éventuel.

### Stratégie de financement durable

Les principes de la GRJ ont été mis en pratique au SFP. Des évaluations permanentes du risque juridique sont menées dans tous les dossiers du SFP et tous les procureurs ont reçu au moins une journée de formation sur la façon de mener ces évaluations. Il y a eu augmentation notable de la surveillance et de la déclaration des risques juridiques. Tous les gestionnaires du portefeuille du SFP participent activement au repérage et à la gestion des risques auxquels le SFP est confronté ainsi qu'à la validation des données fournies.

Par ailleurs, un nouveau programme école pour les procureurs, axé sur les méga-procès et la participation précoce des procureurs aux enquêtes, a été testé à Ottawa en automne 2004. Un programme de formation correspondant a été élaboré à l'intention particulière des gestionnaires du SFP – école de gestion des affaires complexes du SFP, puis testé avec succès à Vancouver fin mars 2005, ces deux programmes visent à augmenter la capacité du SFP de gérer les mégaprocs afin de repérer et de traiter les risques juridiques nouveaux.

La prestation des services juridiques a été centralisée au ministère de la Justice dans les années 1960 et financée par des crédits budgétaires. Toutefois, la croissance de la demande de services depuis 40 ans, sans augmentation correspondante des crédits du Ministère, a soumis ce modèle intégré de prestation des services à des contraintes croissantes. Le Ministère a donc dû compter de plus en plus sur des recouvrements auprès des ministères clients pour continuer à dispenser des services juridiques de qualité élevée. Plus de 40 % des montants consacrés en 2004-2005 à la prestation de services juridiques ont été fournis par les ministères clients. Le Ministère continue d'œuvrer, de concert avec le Secrétariat du Conseil du Trésor à l'établissement et à la mise en place d'un régime de financement durable des services juridiques.

La gestion efficace des risques aide à accroître la créativité, la pertinence et l'innovation dans la pratique juridique, à mieux planifier l'utilisation des ressources et à économiser les deniers publics. La stratégie de gestion des risques juridique (GRJ), adoptée par le Ministère en 2000, fait maintenant partie intégrante des activités ministérielles. Elle vise à faire adopter par les ministères clients les principes clés de la réduction des conflits et de la minimisation des coûts associés aux litiges. L'un des moyens de réduire les conflits et les coûts correspondants consiste à recourir au règlement extrajudiciaire des différends. Durant l'exercice 2004-2005, le Ministère s'est servi de ce mode de règlement dans plus de 1 400 dossiers de litige.

Il y a également lieu de noter que des cadres supérieurs du ministère de la Justice sont membres actifs du comité exécutif ministériel de plusieurs ministères clients. À titre de conseillers juridiques de ce comité, ils procurent des avis dynamiques aux premiers stades de la mise en œuvre des politiques et des programmes, pour réduire les risques juridiques que le ministère client peut courir par la suite.

## La gestion des risques juridiques en pratique - Portefeuille des services de droit fiscal

Tous les avocats des services de droit fiscal (SDF) mettent en pratique la gestion des risques juridiques dossier par dossier. À l'Agence du revenu du Canada (ARC), cette gestion est dirigée par le Comité de gestion des risques, qui comprend des représentants des ministères de la Justice et des Finances. En procédant sujet par sujet, le risque juridique est atténué grâce à la collaboration de réseaux d'avocats désignés, chargés de coordonner des sujets particuliers à l'échelle nationale, de concert avec les responsables de l'ARC. À cet égard, des conférences conjointes ARC-SDF ont eu lieu pour discuter de questions fiscales internationales, de l'évitement fiscal et de problèmes de perception. La gestion des risques est également appuyée par la formation juridique intensive donnée par le SJM aux responsables de l'ARC sur des questions de droit public, dans le cadre du Programme de sensibilisation au droit. Durant l'exercice 2004-2005, le SJM a organisé 18 cours pour 424 fonctionnaires de l'organisme client, suscitant des réactions très favorables de leur part. Dans le domaine des litiges, les tendances qui se manifestent comprennent une augmentation des recours collectifs, des procès intentés à l'ARC pour abus de procédure, des contestations fondées sur la Charte et des litiges relatifs à la règle générale anti-évitement. Le risque juridique fait l'objet d'une attention particulière de la part du coordonnateur national des litiges des SDF. Dans le cadre de la stratégie de communication élargie, un site intranet a été établi. De plus, des téléconférences régulières ont permis de veiller à une gestion efficace des risques dans les dossiers prioritaires.

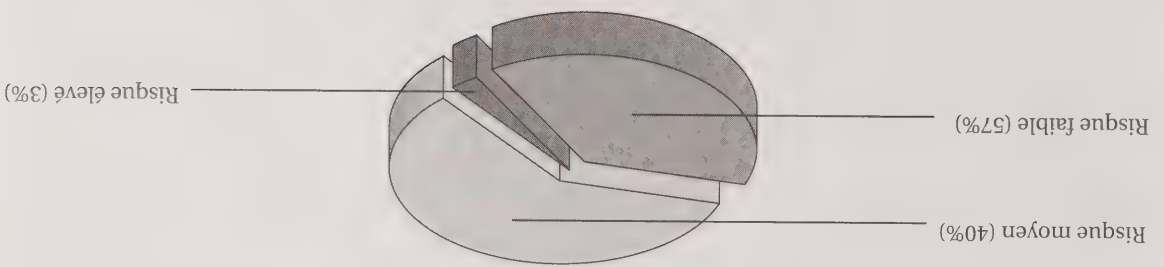
## Gérer les risques juridiques

Au 31 mars 2005, l'inventaire interne de litiges civils actifs du Ministère comptait 49 010 dossiers. Dans le cadre des efforts déployés pour améliorer la capacité de gestion du rendement, le Ministère a commencé à suivre les niveaux de risque associés à son inventaire de litiges. Des systèmes et des normes correspondantes sont mis en œuvre et de la formation est donnée partout dans le pays pour nous permettre de déterminer et de contrôler les niveaux de risque associés aux dossiers de litiges, mais ce travail n'est pas encore terminé.

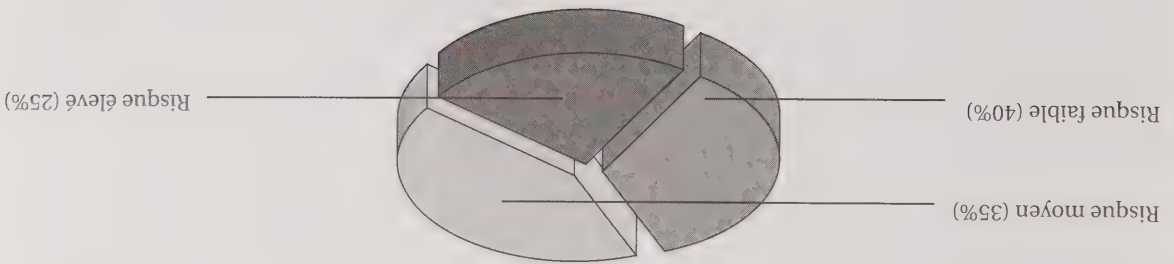
Durant l'exercice 2004-2005, des cotes de risque ont été attribuées à environ deux tiers des dossiers actifs de l'inventaire. Sur la base des données préliminaires recueillies, celui-ci comporte 3 % de dossiers à risque élevé, 40 % de dossiers à risque moyen et 57 % de dossiers à faible risque. Il est particulièrement intéressant de noter l'incidence des risques sur les efforts consacrés à la gestion des dossiers. Ainsi, les données préliminaires permettent de croire que même si les dossiers à risque élevé ne forment que 3 % de l'ensemble, les avocats du Ministère leur ont accordé un quart du temps passé à s'occuper des litiges pendant l'année. Inversement, les quelque 57 % de dossiers à faible risque représentent moins de 40 % des heures de travail que les avocats ont consacrées aux litiges.

Figure 7 – Inventaire des litiges civils – niveaux de risque et temps consacré

### Inventaire



### Temps consacré



suprême une proposition de loi et trois questions. Le 9 décembre 2004, la Cour a rendu une décision unanime prévoyant ce qui suit :

- L'article 1<sup>er</sup> de la proposition de loi du gouvernement (qui a pris plus tard la forme du projet de loi C-38) visant à donner aux couples du même sexe le droit de se marier civilement relève de la compétence exclusive du Parlement, mais l'article 2 concernant la protection de la liberté de religion outrepassse les pouvoirs du Parlement.
- Le fait d'accorder aux couples du même sexe le droit de se marier est compatible avec la *Charte*.
- La *Charte* protège les autorités religieuses contre la possibilité que l'État les contraigne à marier deux personnes du même sexe contrairement à leurs croyances religieuses.
- La Cour a refusé de répondre à la question de savoir si la limitation du mariage aux personnes de sexe opposé est constitutionnelle.

Pour donner suite à la réponse de la Cour, le Ministère a rédigé un projet de loi à déposer à la Chambre en vue d'accorder aux couples du même sexe le droit de se marier civilement tout en respectant la liberté de religion. Le projet de loi a reçu la sanction royale en juillet 2005.

*Auton c. Colombie-Britannique (Procureur général) (Cour suprême du Canada) : Le procureur général du Canada est intervenu devant la Cour suprême pour appuyer la position du gouvernement provincial selon laquelle l'accès aux services médicaux a des limites et ne constitue donc pas un avantage garanti par la loi. La Cour suprême a rendu une décision unanime statuant que le régime provincial de soins de santé (de même que la *Loi canadienne sur la santé*) ne prévoit qu'une couverture partielle des services médicaux et n'a pas pour but de répondre à tous les besoins de santé. L'affaire constitue, pour les tribunaux, un précédent d'une importance critique quant au rôle et aux responsabilités des pouvoirs judiciaire et exécutif dans la répartition de ressources limitées dans le contexte des soins de santé.*

*Mugeser* : Il s'agit d'une décision rendue par la Cour suprême le 28 juin 2005. La principale question qui se posait était de savoir si un discours incitant à la haine contre un groupe particulier peut constituer un crime contre l'humanité et rendre donc son auteur inadmissible au Canada. La Cour a soutenu la position du gouvernement selon laquelle il est possible qu'un acte unique, pris dans son contexte, constitue un crime contre l'humanité s'il fait partie d'une attaque systématique ou généralisée contre un groupe donné. Il n'est pas nécessaire qu'il y ait une victime identifiable.

*Restrictions sur la promotion des produits du tabac (Rothmans, Benson & Hedges Inc. c. Saskatchewan) : Dans cette affaire, un fabricant de tabac a sollicité un jugement déclarant que l'article 6 du *Tobacco Control Act* de la Saskatchewan est inopérant compte tenu de l'article 30 de la *Loi sur le tabac du Canada*. Le procureur général du Canada était intervenu en faveur de la province, la Cour suprême a soutenu la position du gouvernement, statuant que la disposition législative provinciale n'est pas inopérante par suite de l'existence de l'article 30 de la *Loi sur le tabac*.*

*Prestations parentales et de maternité* : Le 20 mars 2002, le Québec a déposé un renvoi devant la Cour d'appel du Québec afin de contester la validité constitutionnelle du régime fédéral des prestations de maternité et parentales de l'assurance-chômage. Le Gouvernement du Canada a défendu la constitutionnalité du régime en place afin de protéger le système de prestations et le droit des parents à recevoir des prestations de maternité-paternité. L'audience à la Cour suprême du Canada a eu lieu en janvier 2005. Nous attendons la décision de la Cour.

## Avis juridiques et services de contentieux

En 2004-2005, les avocats du Ministère ont passé plus de 2 839 200 heures à dispenser des avis juridiques et des services de contentieux aux ministères et aux organismes clients. Ils ont consacré près de 60 % de ce temps aux avis juridiques et le reste à l'étude des dossiers de litige.

## Points saillants de quelques importantes causes dont les tribunaux sont saisis

Beaucoup des dossiers dont le personnel juridique du Ministère s'est occupé revêtent à divers titres une importance certaine pour les Canadiens. Ils peuvent par exemple, avoir des incidences sur nos institutions sociales, comme le renvoi relatif au mariage civil. Ils peuvent également avoir des conséquences pour des secteurs particuliers de la population, comme dans le cas des droits ancestraux des autochtones. Ils peuvent en outre être hautement médiatisés, comme dans le cas des enquêtes Gomery et Arar.

*Nation haïda c. Colombie-Britannique (Ministre des Forêts) et Première nation Tlingit de Taku River c. Colombie-Britannique (Directeur d'évaluation de projet) : La Cour suprême du Canada a rendu une décision (17 novembre 2004) selon laquelle l'État a l'obligation juridique de consulter les groupes autochtones et, s'il y a lieu, de trouver des accommodements à leurs préoccupations, dans certaines circonstances. Par suite de cette décision, le Ministère a déployé des efforts pour sensibiliser ses clients et a organisé de nombreuses séances de formation pour certains d'entre eux et pour des services juridiques ministériels, afin de les informer des incidences de la décision. Le Ministère a en outre établi des lignes directrices pour aider les responsables à mieux comprendre l'obligation de consulter les groupes autochtones.*

*R. c. Marshall; R. c. Bernard (Cour suprême du Canada) : Ces deux affaires apparentées entendues en janvier 2005 soulevaient des questions concernant le titre aborigène, les droits issus de traités et la *Proclamation royale de 1763*. Elles ont donné à la Cour l'occasion de développer le contenu du titre aborigène, la portée des traités « de paix et d'amitié » des Maritimes ainsi que l'application de la Proclamation royale de 1763 à un vaste territoire des provinces actuelles de la Nouvelle-Écosse et du Nouveau-Brunswick. La Cour a appuyé la position du gouvernement, selon laquelle les juges des tribunaux intérieurs qui se sont prononcés dans chacune des deux affaires ont eu raison de soutenir que les droits issus de traités des défenseurs ne s'étendaient pas à l'exploitation forestière commerciale et de rejeter la revendication du titre aborigène à l'égard des sites d'exploitation.*

*Renvoi relatif au mariage entre personnes du même sexe (Cour suprême du Canada) : Par suite d'un certain nombre de décisions de tribunaux inférieurs contestant la constitutionnalité de la définition du mariage, le gouvernement a renvoyé à la Cour*

29. Sur les 126 décrets rédigés, une cinquantaine ont effectivement été pris par le gouvernement en conseil. Ces décrets comprenaient des transferts en vertu de la Loi sur les restructurations et les transferts d'attributions dans l'administration publique, des désignations et des affectations ministérielles ainsi que quelques décrets supplémentaires de suivi de la réorganisation du 12 décembre 2003 pris aux termes des dispositions relatives au développement durable de la Loi sur le vérificateur général et en vertu de la Loi sur le Service canadien du renseignement de sécurité.

## Résultats de rendement

*Assurer à nos clients des services juridiques de qualité élevée*

### Direction des services législatifs

Le gouvernement a eu un programme législatif très chargé en 2004-2005. À l'appui de ce programme, la Direction des services législatifs (DSL) a rédigé 52 projets de loi, 326 motions de modification et 916 règlements. Elle a aussi collaboré étroitement avec le Bureau du Conseil privé pour coordonner la mise en œuvre de la stratégie fédérale de réglementation intelligente, conçue pour rationaliser le processus réglementaire, accroître la conformité aux règlements et renforcer l'accessibilité et la qualité des instruments législatifs.

La DSL a joué un rôle de premier plan pour assister le Gouvernement du Canada à réussir les deux dernières réorganisations de son administration. Dans la première, qui a eu lieu le 12 décembre 2003, il a fallu rédiger 120 décrets mettant en œuvre une grande restructuration de la fonction publique du Canada, qui a touché près de 25 000 fonctionnaires. En 2004-2005, la DSL a eu un important travail de suivi à accomplir par suite de la réorganisation de 2003, notamment pour remettre de l'ordre dans les décrets de désignation, de façon à attribuer la responsabilité des lois publiques aux bons ministres, pour prendre des mesures touchant les centaines de lois et des milliers de pouvoirs législatifs concernés par la réorganisation, pour prendre les décrets nécessaires au transfert des employés touchés en vertu du paragraphe 37.3(2) de la *Loi sur l'emploi dans la fonction publique* et pour conseiller en permanence les clients sur les complexités et les conséquences des décrets découlant de la réorganisation de 2003.

- La Direction des services législatifs s'occupe de la rédaction bilingue et bilingue des projets de loi émanant du gouvernement, des règlements et des modifications. Elle veille également à ce que les lois et règlements fédéraux soient conformes à la Charte, à la *Déclaration canadienne des droits* et à d'autres textes législatifs.
- Le Groupe du droit des langues officielles donne aux ministères, organismes et autres institutions fédérales des conseils juridiques en matière de droits linguistiques.
- Les Services de règlement des différends secondent les avocats du Ministère et leurs clients fédéraux et à cette fin, leur fournit des services tels que formation, conseils en matière de conception de systèmes, évaluation, élaboration des politiques, intervention dans les différends difficiles.

## Engagements

Ensemble, les portefeuxilles, les bureaux régionaux et les directions spécialisées constituent une équipe pluridisciplinaire dont l'expertise s'étend à un éventail de domaines juridiques et stratégiques. Une collaboration efficace entre nos spécialistes du droit et des politiques accroît la valeur des services juridiques rendus. Une bonne intégration des dimensions juridiques et stratégiques du travail permet aux avocats du Ministère de cerner rapidement les répercussions que leurs dossiers sont susceptibles d'avoir sur les politiques et de savoir vers qui se tourner pour faire en sorte que les décisions prises par le Ministère dans les litiges soient uniformes et bien fondées, reflétant une étude approfondie des conséquences possibles de chaque dossier. En même temps, les politiques sont formulées en tenant compte des répercussions qu'elles peuvent entraîner en matière de litiges.

- Assurer aux clients des services juridiques de qualité élevée
- Établir une stratégie de financement durable des services juridiques
- Améliorer la mesure du rendement
- Gérer les risques juridiques



C. DES SERVICES JURIDIQUES  
DE QUALITÉ ÉLEVÉE POUR  
SECONDER LE GOUVERNEMENT  
DU CANADA

Dépenses prévues et réelles  
en 2004-2005

Ressources financières totales  
affectées au résultat stratégique  
(en millions de dollars)<sup>27</sup>

Dépenses prévues	394,8
Dépenses réelles	345,4

Partie A - Aperçu stratégique

Le Ministère procure un ensemble intégré de services consultatifs, législatifs et de contentieux de qualité élevée permettant à l'État d'atteindre ses priorités et d'assurer des résultats aux Canadiens. Ces services sont organisés par portefeuille - Affaires autochtones, Droit des affaires et Droit réglementaire, Services du droit fiscal, Organismes centraux, enfin Citoyenneté, Immigration et Sécurité publique.

La structure des portefeuilles permet au Ministère de concentrer ses services juridiques dans les secteurs d'activités stratégiques, d'établir des relations efficaces avec ses clients et de mieux comprendre leurs besoins

et leurs priorités ; sa présence dans tout le Canada lui garantit une perspective nationale et permet de répondre de façon uniforme aux besoins des clients. En s'organisant de la sorte, le Ministère acquiert une vue globale des questions qui se posent par suite des litiges survenant dans l'ensemble du pays ainsi que des répercussions des décisions judiciaires sur le Gouvernement du Canada. De plus, ses bureaux régionaux, ses bureaux secondaires et ses services juridiques ministériels (SJM) appuient la structure des portefeuilles dans la prestation de services juridiques intégrés aux ministères et aux organismes clients.

Plusieurs directions spécialisées dispensent également des services juridiques aux clients.<sup>28</sup>

- La Direction du contentieux des affaires civiles supervise et coordonne les litiges civils auxquels le Gouvernement du Canada est partie partout dans le pays.
- Le Groupe du droit public donne des conseils juridiques à tous les ministères fédéraux dans plusieurs domaines fondamentaux. Ainsi, il veille à ce que les lois et la politique fédérales respectent la Charte et plaide la position du Canada devant l'Organisation mondiale du commerce et les tribunaux établis en vertu de l'Accord de libre-échange nord-américain. Parmi les domaines de spécialisation du Groupe, il y a lieu de mentionner l'accès à l'information et la protection de la vie privée, le droit administratif et constitutionnel, le droit international, les dispositions législatives relatives aux droits de la personne et le droit commercial.

27. L'écart de 49,4 millions de dollars est surtout attribuable à des dépenses inférieures aux prévisions et à des recouvrements auprès des ministères et organismes clients qui ont été moindres que le maximum autorisé par le Conseil du Trésor. Les sommes économisées grâce à l'efficacité des activités, puis réorientées vers la réaffectation fédérale d'un milliard de dollars ont également contribué à la sous-utilisation des crédits de cette priorité.

28. Le Ministère fait également appel à des mandataires pour dispenser des services quand des exigences opérationnelles nécessitent le recours à des avocats du secteur privé. Ceux-ci sont alors désignés comme mandataires du procureur général du Canada. Toute demande de service juridique adressée à Justice Canada fait l'objet d'une décision quant à l'opportunité de la confier à un avocat du Ministère ou à un mandataire à contrat. Pour garantir la transparence et la cohérence du processus de désignation, le Ministère a établi des lignes directrices permettant de déterminer quel genre de travail peut ou doit être attribué à un avocat du secteur privé. La décision de donner un travail à contrat se fonde sur les politiques relatives au type d'affaire ainsi que sur d'autres facteurs comprenant la disponibilité de ressources internes, l'expérience et les compétences nécessaires, les considérations géographiques et les questions liées aux conflits d'intérêts.

Dans tous les cas, la décision de donner du travail à contrat est prise en consultation avec le ministère ou l'organisme fédéral en cause. Le Ministère procède actuellement à un examen du processus de sélection et de désignation des mandataires pour s'assurer qu'il est conforme aux principes de transparence et de responsabilité et que la compétence, le professionnalisme et le mérite demeurent les principales considérations à la sélection et à la désignation des mandataires. Parallèlement à cet examen, le Ministère envisage de moderniser les pratiques et les systèmes et de redéfinir le cadre de gestion du Programme des mandataires. Cette initiative renforcera sa capacité de veiller à ce que les mandataires donnent des services correspondant à leurs honoraires et que les principes de la transparence et de la responsabilité se reflètent dans tous les aspects de la gestion des activités des mandataires de l'État.



## Evaluation globale de la Priorité 6 - Accroître la capacité de donner suite aux demandes internationales et de lutter contre la criminalité transnationale

Evaluation du rendement		Evaluation de la qualité des données	
Résultat prévu	Cote de rendement	Indicateur de rendement	Cote
Coopération accrue avec des partenaires internationaux	Atteint presque entièrement	Nombre de demandes d'extradition traitées	À améliorer
Enquêtes et poursuites judiciaires efficaces en matière de criminalité transnationale	Non évalué	Nombre et nature des enquêtes, des extraditions, des arrestations, des accusations et des condamnations liées à la criminalité transnationale	Non évalué
	Atteint presque entièrement	À améliorer	À améliorer

En mars 2004, il y a eu un échange entre le bureau du procureur des E.-U. à Seattle et le bureau du SFP de Vancouver. Les participants ont jugé que l'activité avait connu un très grand succès. Parmi les objectifs atteints, mentionnons les suivants :

- amélioration des relations transfrontalières grâce à l'établissement de liens professionnels personnels;
- meilleure compréhension des lois et des procédures légales des deux pays;
- séance de formation a été dispensée aux procureurs fédéraux américains dans le bureau de Seattle sur les procédures d'extradition canadiennes et du Traité d'entraide juridique.

Le GBI a également participé à des groupes de travail conjoints de la GRC et à la formation des policiers et des organismes, de même qu'à des réunions et des téléconférences régulières avec ses homologues américains et français et assuré directement la liaison avec ses homologues européens et asiatiques à Paris et à Bruxelles par l'intermédiaire de deux avocats du ministère de la Justice, en poste à l'étranger dans le but précis d'aider d'autres pays à élaborer des demandes d'extradition et d'entraide présentées au Canada. La région de la Colombie-Britannique élabore actuellement de la documentation pour aider aux enquêtes transfrontalières en vue de recueillir les éléments de preuve de base (p. ex., les relevés de communications téléphoniques) en vertu du Traité d'entraide juridique entre le Canada et les États-Unis.

De plus, le Secteur du droit public a préparé des options à l'intention du gouvernement pour répondre aux nouveaux mécanismes créés à l'étranger qui pourraient mener à la collecte de renseignements personnels sur des Canadiens (tels que la loi américaine intitulée *Patriot Act*) et pour répondre aux préoccupations exprimées par les pays étrangers à propos de la collecte, par le gouvernement canadien, de renseignements personnels sur leurs citoyens (p. ex., des renseignements sur les voyageurs qui viennent par avion au Canada).

Outre les demandes existantes, le GBI a traité environ 214 nouvelles demandes d'extradition et 395 nouvelles demandes d'entraide en 2004-2005. Le nombre et la complexité des présentations d'observations au ministre dans les dossiers d'extradition ont augmenté de façon régulière au fil des ans. Parallèlement, la complexité et le nombre de demandes d'entraide présentées et reçues ont augmenté tous les ans, tout comme le nombre de demandes d'entraide supplémentaire. La simple étendue de la criminalité transfrontalière signifie que de multiples demandes doivent être présentées simultanément à des endroits multiples, par exemple en cas de fraude par télémarketing ou d'affaire de drogues.

## Priorité 6 - Accroître la capacité de donner suite aux demandes internationales et de lutter contre la criminalité transnationale

### Total des ressources financières pour la priorité (en millions de dollars)<sup>25</sup>

Dépenses prévues	Dépenses réelles
7,5	7,7

Comme le mouvement des biens, des personnes et de l'information est plus facile aujourd'hui, le Canada doit consacrer plus d'attention et de ressources à la criminalité transnationale afin de protéger la sécurité de son territoire.

En rehaussant notre capacité de travailler avec des partenaires internationaux pour combattre la criminalité et les menaces à la sécurité dans le monde par des moyens rapides et efficaces, nous assurons la promotion et la protection des valeurs canadiennes dans les politiques, les normes et les conventions internationales qui se développent relativement à la lutte contre la criminalité et à la coopération entre pays.

Les grandes difficultés à cet égard se rapportent à l'intensification des demandes internationales d'une intervention face à la montée de la criminalité transnationale. D'autres problèmes se posent devant les différences qui existent entre le régime de droit pénal du Canada et celui des pays présentant des demandes.

### Résultats de rendement

*Coopération accrue avec des partenaires internationaux*

Il a eu une importante augmentation de la coopération avec les partenaires internationaux, particulièrement les É.-U., le plus important partenaire du Canada<sup>26</sup>. Les efforts du Ministère dans ce domaine ont été grandement influencés par des facteurs externes, dont la nécessité d'une plus grande coopération entre pays depuis le 11 septembre 2001. Au cours de 2004-2005, l'avocat principal du Service fédéral des poursuites (SFP) a participé à des réunions transfrontalières et à des conférences avec des procureurs de district et des enquêteurs américains, notamment le projet North Star, la conférence annuelle É.-U. – Canada sur les dommages dus à la pollution par les hydrocarbures causée par les navires, le Forum sur la criminalité transfrontalière et la National District Attorneys Association.

Un représentant du SFP et le procureur des É.-U. pour le nord de l'État de New York sont membres de l'Équipe de gestion conjointe internationale des Équipes intégrées de la police des frontières, offrant aux représentants de l'application de la loi américains et canadiens des conseils juridiques et un appui en matière de poursuite dans le cadre de leurs activités transfrontalières d'exécution de la loi. Des conseillers juridiques régionaux participent également aux téléconférences nationales du Groupe d'entraide internationale (GEI) du SFP et continuent de donner de la formation aux agents américains d'application de la loi qui travaillent à la frontière de l'État de Washington et de la Colombie-Britannique sur les questions juridiques canadiennes.

25. Les dépenses réelles correspondent généralement aux dépenses prévues.

26. *Source des données* : Comptabilisation des horaires/Case/Casework. *Caractère complet des données* : Les données indiquent que l'augmentation de la coopération a entraîné une importante augmentation du nombre de dossiers.

## Processus de révision des condamnations pénales

Le processus de révision des condamnations pénales est une procédure permanente conçue pour enquêter sur les erreurs judiciaires et y remédier. Il s'agit d'un processus compatible avec la *Charte*, qui répond aux besoins des Canadiens et reflète leurs valeurs<sup>23</sup>. Au cours de l'exercice 2004-2005, le Groupe d'examen des condamnations pénales a réalisé 13 évaluations préliminaires et six enquêtes ; six décisions ont été rendues par le ministre<sup>24</sup>. (Version française : [http://canada.justice.gc.ca/fr/ps/ccr/report\\_04/index.html](http://canada.justice.gc.ca/fr/ps/ccr/report_04/index.html). Version anglaise : [http://canada.justice.gc.ca/en/ps/ccr/report\\_04/index.html](http://canada.justice.gc.ca/en/ps/ccr/report_04/index.html).)

## Évaluation globale de la Priorité 5 – Moderniser le droit pénal

Évaluation du rendement		Évaluation de la qualité des données	
Résultat prévu	Cote de rendement	Indicateur de rendement	Cote
Modifications du <i>Code criminel</i> qui reflètent les besoins et les valeurs des Canadiens	Atteint presque entièrement	Nombre et nature de modifications apportées au Code criminel et degré d'acceptation par les partenaires du système de justice	Raisonnable
Meilleure connaissance par la population des grandes orientations de la modernisation du droit pénal	Non évalué	Progrès réalisé dans la rédaction d'un énoncé de principes sur l'utilisation du droit pénal et degré de son acceptation	Non évalué
Un droit pénal plus efficace, adapté aux besoins et aux valeurs canadiens et conforme à la Charte	Non évalué	Perception des Canadiens quant à la manière dont le droit pénal est adapté à leurs besoins et reflète leurs valeurs	Non évalué
Non évalué	Non évalué	Nombre de contestations et de décisions découlant des contestations fondées sur la Charte	Non évalué
Atteint presque entièrement	À améliorer		

23. Source des données : dossiers ministériels, sites du Gouvernement du Canada et du Parlement, la Gazette du Canada, agenda du Comité FPT de coordination des hauts fonctionnaires.

24. En 2004-2005, pour accroître l'indépendance de ce groupe, le Groupe de révision des condamnations pénales est passé du Secrétaire des politiques aux Services ministériels.

Évaluation globale de la priorité 4	Atteint presque entièrement
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Priorité 5 – Moderniser le droit pénal

Total des ressources financières pour la priorité (en millions de dollars)<sup>22</sup>

Dépenses prévues	3,0
Dépenses réelles	2,5

Le droit pénal canadien est en constante évolution. L'une des principales responsabilités ministérielles consiste à surveiller et à étudier les tendances dans les décisions judiciaires et l'évolution de la jurisprudence liée à la *Charte*, les progrès scientifiques liés à la détection et aux poursuites relatives aux infractions criminelles (p. ex., l'identification par les empreintes génétiques et l'analyse génétique) et les points de vue de la société quant à l'utilisation du droit pénal pour influencer le comportement des personnes et des entreprises. Ces tendances documentent les efforts du ministère pour moderniser le droit pénal.

Engagements

- Modifications du *Code criminel* qui reflètent les besoins et les valeurs des Canadiens
- Meilleure connaissance par la population des grandes orientations de la modernisation du droit pénal
- Un droit pénal plus efficace, adapté aux besoins et aux valeurs canadiennes et conforme à la Charte

Résultats de rendement

Raisonnalement Les systèmes informatiques et les processus qui les appuient doivent être modifiés pour saisir les mesures de rendement requises. Il faut mesurer de façon constante le rendement à l'encontre des normes et des cibles.	
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Modifications du *Code criminel* qui reflètent les besoins et les valeurs des Canadiens (voir la Priorité 2 les actions de modernisation du droit pénal)

Au cours de 2004-2005, le travail visant à moderniser le droit pénal s'est poursuivi en se concentrant à la réforme du droit dans des domaines clés cibles.

Plusieurs modifications ont été apportées pour étendre de façon importante les types d'infractions auxquelles la Banque nationale de données génétiques du Canada peut s'appliquer, outre les modifications procédurales pour émettre et exécuter les ordonnances de prélèvement pour inclusion du profil d'identification génétique dans la banque de données. Ainsi, la gamme des délinquants assujettis à l'inclusion du profil d'identification génétique dans la banque de données en vertu des dispositions rétroactives s'est grandement étendue et les ordonnances de prélèvement pour inclusion du profil d'identification génétique dans la banque de données peuvent également être émises à l'égard de personnes qui ont fait l'objet d'un verdict de non-responsabilité criminelle pour cause de troubles mentaux.

Des efforts ont été consacrés à la modernisation de la manière selon laquelle le Canada applique ses lois concernant le cannabis. Le Canada est demeuré déterminé à renforcer le processus d'enquête sur la conduite avec facultés affaiblies par les drogues en proposant des modifications au *Code criminel* en autorisant les policiers à ordonner des tests de sobriété normalisés sur le bord de la route, des évaluations par des experts en reconnaissance de drogues et prélèvement de substances corporelles.

22. Les dépenses réelles ont été inférieures de 500 000 \$ à celles prévues. Les économies réalisées au titre de l'efficacité du fonctionnement ont été réorientées vers la réaffectation fédérale d'un milliard de dollars, annoncée dans le budget de 2003.

## Évaluation globale de la Priorité 4 – Lutter contre la criminalité technologique, la criminalité organisée et le terrorisme

Évaluation du rendement	
Résultat prévu	Un cadre juridique plus efficace en ce qui a trait à l'accès légal, à la criminalité organisée et au terrorisme, et qui respecte les droits des Canadiennes et des Canadiens
Cote de rendement	Atteint presque entièrement
Non évalué	Non évalué
Non évalué	Atteint presque entièrement
Enquêtes, perturbations et poursuites plus efficaces de la criminalité organisée et des infractions terroristes	

Évaluation de la qualité des données	
Indicateur de rendement	Nombre et types d'améliorations apportées par des mesures législatives ou autres, et fréquence de leur recours
Cote	Raisonnable
	L'information sur le rendement se fonde principalement sur les intrants, les activités et les extrants. Les améliorations n'ont pas été signalées de façon systématique, mais ont été saisies en partie au moyen d'études particulières.
Non évalué	Ces mesures de rendement n'ont pas fait l'objet d'un suivi systématique. Il est aussi peut-être nécessaire de d'examiner la validité de ces mesures.
	Nombre de contestations fondées sur la Charte
	Décisions découlant des contestations fondées sur la Charte
Raisonnable	Nombre et types d'interventions dirigées contre la criminalité organisée et le terrorisme et résultat de ces interventions
	Les données se fondent principalement sur les intrants, les activités et les extrants. Des domaines plus vastes commencent à être explorés grâce au projet pilote. Une plus grande quantité de données sur les répercussions est nécessaire, de même que l'identification de cibles.



## Dossiers de litiges en matière pénale

Des mandataires permanents sont nommés pour aider aux dossiers de poursuite dans des régions où le Ministère ne compte pas de bureau régional. Les mandataires sont nommés à l'égard de lois précises et reçoivent la plupart des dossiers directement des organismes policiers ou d'autres agents d'application de la loi.

Au cours de l'exercice, l'unité de coordination des mandataires (UCM) du Service fédéral des poursuites (SFP) a poursuivi un projet pilote visant à étudier des moyens de réduire la moyenne des frais par dossier de « possession simple de drogues ».

Commencé en 2003-2004, le projet pilote comportait deux volets : a) un processus d'examen des dossiers préalable au dépôt des accusations (ou immédiatement après celui-ci) attribués aux différents mandataires permanents par l'avocat du bureau régional pour veiller à ce que seuls les dossiers répondant aux normes du Guide du SFP aillent de l'avant; b) un nouveau processus pour l'examen du caractère raisonnable des dossiers au moyen de points de repère, de profils de dossiers et d'autres outils statistiques. Dès le départ, une formation complète a été dispensée aux mandataires permanents pour veiller à ce qu'ils aient tous la même compréhension des normes du Guide. En outre, les avocats-conseils du Ministère ont surveillé les mandataires permanents, leur ont prodigué conseils et avis.

Le projet pilote visait deux objectifs : s'assurer que seuls les dossiers qui répondaient aux normes minimales en matière de poursuite allaient à procès et réduire le coût moyen par dossier. Les résultats du projet sont encourageants. Entre 2002-2003 et 2003-2004, il y a eu une réduction de 30 % du nombre de dossiers de possession simple traités par les mandataires permanents (voir la figure 6). La réduction du nombre de dossiers a permis de passer plus de temps à aider les organismes d'enquête pendant leurs enquêtes afin de veiller au respect des règles de preuve et des droits garantis par la Charte. Au cours de la même période, le coût moyen par dossier a été réduit de 7 % (passant de 349 \$ à 325 \$)

Figure 6. Nombre de dossiers de possession simple de drogues, où la poursuite a été menée à des mandataires permanents

	2002/03	2003/04
2 000		
4 000		
6 000		
8 000		
10 000		
12 000		
14 000		
16 000		

Compte tenu du succès du projet pilote, l'UCM élargira la portée du projet au cours des deux prochains exercices afin d'inclure l'examen préalable et postérieur au dépôt des accusations de tous les dossiers de drogues et de définir des repères et des profils de dossier pour l'examen de tout le travail lié aux drogues.



Pour des enquêtes, des démantèlements et des poursuites plus efficaces de la criminalité organisée et des infractions terroristes, il faut que la *Loi antiterroriste* (LA), ses exigences et ses répercussions sur les organismes soient mieux comprises. Des procureurs régionaux dévoués, ainsi que des avocats des différents Services juridiques ministériels se sont réunis régulièrement pour discuter de dossiers en cours concernant l'utilisation et la protection des renseignements dans les instances et pour définir les pratiques exemplaires pour les dossiers à venir<sup>21</sup>.

Le GSN est le point central des séances régulières d'information et sur les questions juridiques à l'intention du ministre responsable à propos de dossiers comme celui de la Commission d'enquête sur les actions des responsables canadiens dans l'affaire Maher Arar et dans plusieurs dossiers connexes. Le GSN procure également de l'expertise en matière de sécurité nationale à l'équipe d'avocats fédéraux qui comparait devant la Commission, plus particulièrement relativement à la confidentialité pour des raisons de sécurité nationale et le processus de l'article 38 de la *Loi sur la preuve au Canada*. Le GSN est une ressource de coordination afin d'assurer, dans l'ensemble de l'administration fédérale, une démarche uniforme en matière de production de documents contenant de l'information sensible relative à la sécurité nationale.

Le Groupe de la sécurité nationale (GSN) a assuré la coordination de l'équipe des mesures d'urgence du ministère de la Justice qui faisait partie de l'action de contre-terrorisme tripartite auquel ont participé les E.-U., le R.-U. et le Canada. Enfin, des procureurs régionaux dévoués ont tenu des réunions afin de présenter une démarche uniforme à l'égard des questions sur le contre-terrorisme, telles que l'utilisation de renseignements dans les affidavits et les mandats de perquisition.

21. Une liste formelle des pratiques exemplaires, de même qu'une nouvelle version du chapitre sur la Loi sur la preuve au Canada dans le Guide du SFP, seront mises au point sous peu.



Enquêtes, démantèlements et poursuites plus efficaces de la criminalité organisée et des infractions terroristes

Nombre de dossiers actifs pour l'exercice 2004-2005, uniquement pour le Service fédéral des poursuites

Initiative	AC	Régions*	Total	Pourcentage du total
Stupéfiants	33	8 549	8 582	52 %
Criminalité organisée (général)	583	2833	3 416	21 %
Infractions réglementaires	1 725	2 594	4 319	26 %
Sécurité publique et antiterrorisme (SPA)	168	41	209	1,0 %

**Remarque** Calcul fondé sur le nombre de dossiers dans lesquels le temps a été comptabilisé  
\* Exclut la Région des Maritimes

L'un des principaux domaines d'activités du Service fédéral des poursuites (SFP) demeure lié aux poursuites en vertu de la *Loi réglementant certaines drogues et autres substances*. Environ la moitié des dossiers actifs des avocats exerçant au Ministère portait sur des infractions en vertu de la loi. La criminalité organisée constitue une menace pour la sécurité sociale et économique des Canadiens. Depuis dix ans, les efforts accrus des organismes d'enquête ont entraîné une augmentation du fardeau de travail au Ministère. En 2004-2005, environ un cinquième des dossiers actifs a été lié aux enquêtes ou aux poursuites dans le domaine de la criminalité organisée.<sup>20</sup>

Le SFP a collaboré avec ses partenaires de la Santé, de SPPCC et de la GRC pour élaborer une réponse coordonnée aux problèmes causés par les installations de culture de marijuana commerciale de grande envergure. Les avocats du SFP ont participé à la première conférence nationale sur les installations de culture de marijuana. Ils ont collaboré avec le Comité national de coordination sur la criminalité organisée qui a mis au point une

démarche intégrée à l'égard des laboratoires chimiques et des installations de culture de marijuana illicites. Les avocats du SFP ont également élaboré les motifs requis pour la décision visant à inscrire la méthamphétamine à l'annexe I de la *Loi réglementant certaines drogues et autres substances*.

Dans le cadre de la Stratégie intensive en matière de poursuites, le SFP affecte des conseillers juridiques aux unités d'enquête qui participent à des enquêtes sur la criminalité organisée dans plusieurs régions, afin d'assurer l'efficacité des enquêtes, des poursuites et de la gestion de la communication de la preuve. Ces affectations se déroulent parfois sur les lieux avec les organismes policiers. Dans l'ensemble, d'importants progrès ont été réalisés dans la mise en œuvre de la Stratégie, comme le reconnaît l'évaluation formative des Mesures de lutte contre la criminalité organisée (version française : [www.justice.gc.ca/fr/ps/eval/reports/04/mccc/mcoc.html](http://www.justice.gc.ca/fr/ps/eval/reports/04/mccc/mcoc.html), version anglaise : [www.justice.gc.ca/en/ps/eval/reports/04/mccc/mcoc.html](http://www.justice.gc.ca/en/ps/eval/reports/04/mccc/mcoc.html)).

20. Dans le Nord, le Ministère est également responsable des poursuites en cas d'infraction au Code criminel. En 2004-2005, Le Ministère a intenté des poursuites à l'égard de 7220 accusations dans le Nord. Les activités de l'initiative « criminalité organisée (général) » incluent les unités mixtes des produits de la criminalité, l'accès légal, le blanchiment d'argent, la criminalité organisée et les produits de la criminalité.

De plus amples détails sont présentés à la Section III du présent rapport.

**Version française :** [www.justice.gc.ca/fr/ps/eval/reports/04/mcoc/mcoc.html](http://www.justice.gc.ca/fr/ps/eval/reports/04/mcoc/mcoc.html)

**Version anglaise :** [www.justice.gc.ca/en/ps/eval/reports/04/mcoc/mcoc.html](http://www.justice.gc.ca/en/ps/eval/reports/04/mcoc/mcoc.html)

Le Groupe de la sécurité nationale a participé à l'examen parlementaire du projet de loi C-36 (Loi antiterroriste), qui a duré trois ans, en assurant en permanence des services de conseils juridiques aux décideurs, en comparaisant avec d'autres représentants devant les comités parlementaires qui effectuaient l'examen et en offrant un soutien dans les litiges portant sur des contestations de la Loi antiterroriste fondées sur la Charte.

Le Ministère a mis au point des options à l'intention du gouvernement pour répondre aux nouveaux mécanismes créés à l'étranger qui pourraient mener à la collecte de renseignements personnels sur des Canadiens (tels que la loi américaine intitulée *Patriot Act*) et pour répondre aux préoccupations exprimées par les pays étrangers à propos de la collecte, par le Canada, de renseignements personnels sur leurs citoyens (p. ex., des renseignements sur les voyageurs qui viennent par avion au Canada).

Des mesures précises pour cibler les produits de la criminalité des organisations criminelles ont été élaborées, donnant lieu à une proposition de modifications du *Code criminel* et à la *Loi réglementant certaines drogues et autres substances* (projet de loi C-53). (version française : [http://www.parl.gc.ca/38/1/parlbus/chamhus/house/bills/government/C-53/C-53\\_1/C-53\\_cover-F.html](http://www.parl.gc.ca/38/1/parlbus/chamhus/house/bills/government/C-53/C-53_1/C-53_1/C-53_cover-F.html))

Le Ministère a travaillé avec Citoyenneté et Immigration, le Service administratif des tribunaux judiciaires et d'autres partenaires à l'élaboration d'un modèle objectif de mesures de la charge de travail des tribunaux pour que les ressources des cours fédérales demeurent suffisantes pour leur permettre de répondre à la demande prévue et de rendre des décisions en temps opportun dans les instances de nature délicate visant la sécurité nationale et l'application de la loi (notamment les certificats ministériels, les contrôles de motifs de détention, les demandes en vertu de la Loi sur la preuve au Canada et de la *Loi sur la protection de l'information*, les demandes d'immigration et de statut de réfugié, les demandes en vertu de la *Loi sur le Service canadien du renseignement de sécurité*, de la *Loi sur l'Agence des douanes et du revenu du Canada* et de la *Loi sur les transports au Canada*) et de servir d'outil visant l'amélioration de l'efficacité du traitement des dossiers.

Une évaluation formative de l'Initiative sur des mesures pour combattre la criminalité organisée a été réalisée au cours de la période visée par le présent rapport, dont voici les constatations :

- les objectifs de l'Initiative demeurent pertinents; certains progrès ont été faits vers la réalisation des objectifs;
- le projet de loi C-24, *Loi modifiant le Code criminel (crime organisé et application de la loi)* a permis de mieux connaître et de mieux comprendre les questions et les outils liés à la criminalité organisée;
- les niveaux de ressources actuels et leur affectation peuvent avoir une incidence sur leur efficacité pour l'avenir en raison de la complexité des dossiers.



## Priorité 4 – Lutter contre la criminalité technologique, la criminalité organisée et le terrorisme

### Total des ressources financières pour la priorité (en millions de dollars)<sup>19</sup>

Depenses prévues	32,5
Depenses réelles	35,2

L'augmentation du nombre de dossiers liés à la criminalité organisée, dont beaucoup vont au-delà des frontières provinciales et internationales, soulève un défi particulièrement important. Ces dossiers varient du trafic de stupéfiants qui envahit les collectivités locales au blanchiment d'argent à l'échelle internationale. La poursuite de ces affaires augmente au niveau de la complexité et des coûts. Un autre défi est lié à la croissance des installations de culture de marijuana et aux laboratoires chimiques clandestins et à leurs répercussions sur les crimes avec violence.

La mondialisation présente de nouveaux défis quant à la prévention et aux interventions visant la criminalité et les menaces à la sécurité nationale. Dans le secteur de la communication par exemple, elle érige des obstacles nouveaux aux enquêtes. L'absence d'outils juridiques et techniques pour surmonter ces obstacles, ou les délais que l'on doit observer avant de pouvoir les utiliser, entrave les enquêtes et donc les efforts visant à prévenir la criminalité et à éliminer les menaces à la sécurité nationale.

19. De manière générale, les dépenses réelles correspondent aux dépenses prévues.

Parallèlement, le renforcement de notre capacité de prévenir la criminalité, de lutter contre le terrorisme et d'accroître la sécurité publique pourrait avoir des répercussions sur les droits de la personne et la vie privée. Les mesures envisagées doivent donc évaluer les objectifs par rapport aux préoccupations à ces égards.

## Engagements

- Un cadre juridique plus efficace en ce qui a trait à l'accès légal, à la criminalité organisée et au terrorisme et qui respecte les droits des Canadiennes et des Canadiens.
- Enquêtes, démantèlements et poursuites plus efficaces de la criminalité organisée et des infractions terroristes.
- Dissuasion et neutralisation des organisations criminalisées et des groupes terroristes.

## Résultats de rendement

*Un cadre juridique plus efficace en ce qui a trait à l'accès légal, à la criminalité organisée et au terrorisme et qui respecte les droits des Canadiennes et des Canadiens*

À la lumière des défis que soulèvent les nouvelles technologies de communications, Justice Canada, en collaboration avec Sécurité publique et Protection civile, Industrie Canada, le Bureau de la concurrence et la Direction des services législatifs, a présenté des propositions législatives en vue d'obtenir les commentaires des principales parties intéressées (les provinces et les territoires, l'Association canadienne des chefs de police, les commissaires à la protection de la vie privée fédérale et provinciaux, les groupes de défense de la vie privée et des libertés civiles et les sociétés de télécommunications) pour actualiser le cadre juridique du Canada au chapitre de l'accès légal.



## B. UNE PLUS GRANDE SÉCURITÉ DANS LA SOCIÉTÉ

### Dépenses prévues et dépenses réelles 2004-2005

#### Total des ressources financières pour le résultat stratégique (en millions de dollars)<sup>18</sup>

Dépenses prévues	Dépenses réelles
108,2	115,7

#### Partie A – Aperçu stratégique

La population s'en remet notamment au système de justice pour assurer la sécurité de la société. Le Ministère a trois priorités clés dans ce domaine. Le Ministère travaille à accroître la sécurité du Canada et la protection de sa population en créant des lois et en veillant à leur application. Pour créer des lois, le Ministère suit de près l'évolution dans le domaine de la criminalité, tient des consultations avec les partenaires provinciaux, territoriaux et internationaux et, le cas échéant, recommande la réforme du droit pénal.

Pour appliquer la loi, le Service fédéral des poursuites (SFP) a plusieurs fonctions, depuis la prévention aux poursuites en passant par la déjudiciarisation. L'application de la loi et la conduite des poursuites en vertu du *Code criminel* sont en principe de compétence provinciale. Toutefois, le procureur général du Canada, par l'intermédiaire du SFP, remplit

une fonction significative dans les poursuites en matière pénale, notamment en ce qui concerne le blanchiment d'argent et le trafic de stupéfiants, ainsi que dans les poursuites en matière réglementaire relativement à la fiscalité, aux dispositions de la loi sur la concurrence touchant le télémarketing, aux douanes et à l'immigration. Le procureur général s'occupe également des poursuites relatives à toutes les infractions au *Code criminel* dans le Nord.

Les obligations internationales du Canada constituent un secteur d'activité qui prend de l'ampleur. En vertu de la *Loi sur l'extradition*, la présentation de demandes d'extradition à d'autres pays relève du ministre de la Justice, et c'est lui qui prend la décision de remettre un fugitif à un pays qui en fait la demande au Canada, après une décision judiciaire quant au bien-fondé de la demande. Les responsables ministériels négocient les traités d'extradition et d'entraide juridique au nom du ministre et, aux termes de ces traités, fournissent une assistance juridique aux États étrangers appelés à comparaître devant les tribunaux canadiens. Le Groupe d'entraide internationale et les avocats dans les bureaux régionaux du Ministère contribuent de façon continue et concrète à la sécurité de la population en aidant à retourner les criminels dans les pays où ils ont commis leurs crimes et en transmettant des éléments de preuve pour établir leur culpabilité.

18. Un réalignement interne dans la manière de présenter les frais d'administration a contribué au dépassement des dépenses réelles par rapport aux dépenses prévues pour ce résultat stratégique. L'incidence nette de ce rajustement a été en partie compensée par des réductions dans les dépenses de programme et de fonctionnement pour soutenir la réaffectation fédérale d'un milliard de dollars, annoncée dans le budget de 2003.

## Evaluation globale<sup>17</sup> de la Priorité 3 - Répondre aux besoins des peuples autochtones dans le système de justice

Evaluation du rendement	
Résultat prévu	Cote de rendement
Sensibilisation accrue des questions de justice autochtone chez les personnels de la justice	Atteint
Le système de justice estimeux adapté aux besoins des peuples autochtones	Atteint
Evaluation globale de la priorité 3	Atteint

Evaluation de la qualité des données	
Indicateur de rendement	Cote
Nombre des personnels de la justice déclarant connaître les questions de justice autochtone	Bonne
Des degrés de sensibilisation plus élevés ont été signalés. Il faut établir des résultats de rendement précis par opposition à un niveau de référence ou des attentes	Bonne
Fréquence des recours aux programmes communautaires de justice autochtone	Bonne
La fréquence précise des recours aux programmes est signalée en tant que tendance historique. Il faut élaborer des cibles de rendement.	Bonne
Les données sur le rendement comportent des incohérences, de même que certains renseignements concernant minaires concernant les répercussions. Les études d'évaluation sont actuellement intégrées afin d'élargir la compréhension des répercussions. Il faut définir des cibles de rendement.	Bonne

17. Les résultats prévus à long terme de cette priorité sont la réduction de la victimisation, de la criminalité et de l'incarcération dans les collectivités autochtones. Puisqu'ils s'agit d'objectifs à long terme, complexes et assujettis à un grand nombre de facteurs extérieurs (p. ex., les tendances démographiques), ils ne sont pas évalués de manière appropriée par des mesures uniques à court terme, telles que le nombre et la nature des infractions signalées ou le nombre de délinquants autochtones recevant des peines de détention. Ces objectifs ont été abordés dans le cadre d'évaluations et continueront d'être abordés dans le cadre de la stratégie d'évaluation du Ministère au cours des trois prochaines années.

## Travailler horizontalement pour répondre aux besoins des peuples autochtones

La Stratégie de la justice applicable aux Autochtones est le principal programme du ministère de la Justice dont la responsabilité est de répondre à cette priorité ministérielle. On y travaille cependant en partenariat avec un grand nombre d'autres actions fédérales, en partie en raison de la vision globale qu'ont les collectivités autochtones concernant le soutien aux victimes et aux contrevenants et on y dispense souvent des services liés à plusieurs programmes fédéraux et en partie pour veiller à l'utilisation efficace optimale des ressources fédérales limitées. Parmi les partenariats clés, mentionnons les suivants :

Programme ministériel	Partenariat
SPPCC – Stratégie nationale pour la prévention du crime Gendarmerie royale du Canada	Prévention de la criminalité
Ministère de la Justice – Politique en matière de justice applicable aux jeunes GRC	Mesures extrajudiciaires et mesures de échange (déjudiciarisation préalable et postérieure au dépôt des accusations)
Ministère de la Justice – Programme d'assistance parajudiciaire aux Autochtones et Politique en matière de justice applicable aux jeunes	Aide aux accusés devant les tribunaux
Ministère de la Justice – Politique en matière de justice applicable aux jeunes Service correctionnel du Canada - Initiative sur les services correctionnels communautaires destinés aux Autochtones Ministère de la Justice – Centre de la politique concernant les victimes	Sanctions communautaires et mesures de rééchange à l'incarcération Soutien aux victimes
Ministère de la Justice – Politique en matière de justice applicable aux jeunes Service correctionnel du Canada	Reinsertion sociale des délinquants



Outre le recours accru aux projets de justice communautaire soutenu par la SJA, le Ministère a mis sur pied une nouvelle initiative afin d'être en mesure de mieux répondre aux besoins des peuples autochtones. L'une des priorités à moyen terme est l'intégration des traditions juridiques autochtones dans le système de justice et, en 2004-2005, le Ministère a commencé à travailler avec les collectivités autochtones à définir ces traditions pour les utiliser dans le processus de justice communautaire et le système juridique canadien.

Justice Canada a accordé un financement à la Akitsi'raq Law School de façon à appuyer les besoins des Inuits du Nunavut. Les premiers avocats inuits ont obtenu leur diplôme au cours de l'année civile 2005. De même, le Centre de la politique concernant les victimes a récemment achevé et diffusé un manuel des ressources aux coordonnateurs des témoins de la poursuite dans le Nord. Il contient un résumé des activités de la SJA, telles que l'appui aux programmes de justice communautaire.

*Victimisation, criminalité et incarcération réduites dans les collectivités autochtones*

En 2004-2005, le Ministère a versé 373 000 \$ aux services aux victimes dans les collectivités autochtones<sup>14</sup>. Le Centre canadien de la statistique juridique a réalisé des études sur le nombre de délinquants autochtones qui reçoivent des peines de détention, bien que les données ne soient pas ventilées selon les infractions. En 2002, 21 % des adultes admis dans les installations correctionnelles provinciales, territoriales et fédérales étaient des Autochtones<sup>15</sup>.

Le Ministère a versé 4,8 millions de dollars sous forme de financement de contributions pour appuyer les programmes d'assistance parajudiciaire aux Autochtones dans toutes les provinces et tous les territoires. La situation unique des assistants parajudiciaires autochtones tant dans le système de justice que dans leur collectivité a fait qu'ils participent de plus en plus aux démarches communautaires et travaillent avec d'autres prestataires de services pour veiller à ce que les besoins de leurs clients soient satisfaits<sup>16</sup>. En 2004-2005, le programme d'assistance parajudiciaire aux Autochtones a réussi la mise en œuvre d'une stratégie de mesure du rendement de concert avec les provinces et qui fera l'objet d'un rapport en 2005-2006.

14. Parmi les 85 projets communautaires qu'appuie le Ministère, 35 d'entre eux dispensent des services aux services dans leur collectivité et 45 participent également à des activités de prévention de la criminalité.

15. Afin de mesurer l'engagement à long terme visant la réduction de la victimisation, de la criminalité et de l'incarcération dans les collectivités autochtones, le Ministère s'est engagé à fournir des données sur le nombre et la nature des infractions commises dans les collectivités autochtones et la nature des délinquants autochtones qui reçoivent des peines de détention. Il n'y a cependant pas de données sur le nombre et la nature des infractions commises dans les collectivités autochtones. En 2002, la vérification générale a indiqué qu'il « n'y a pas assez d'informations sur les Autochtones dans le système de justice pénale. » Compte tenu que la plupart des projets soutenus par la Stratégie de la justice appliquable aux Autochtones visent des infractions mineures, on peut se demander si cet indicateur sera maintenu pour mesurer le succès de ces projets.

16. L'évolution du travail des assistants parajudiciaires démontre la nécessité de partenariat avec d'autres fonctions complémentaires telles que servir de porte d'entrée à une gamme de nouvelles actions communautaires pour les accusés autochtones. Dans plusieurs projets de justice communautaire appuyés par la SJA, un assistant parajudiciaire à temps partiel a été engagé pour être aussi coordonnateur judiciaire à temps partiel, consolidant le lien entre la stratégie de la justice applicable aux Autochtones et les services d'assistance parajudiciaire au niveau de la collectivité. D'autres projets de la Stratégie ont indiqué qu'ils travaillent en étroite collaboration avec l'assistant parajudiciaire local et parfois, lorsqu'il n'y en a pas, des membres du personnel et des bénévoles aident les accusés de leur collectivité devant les tribunaux.



Par comparaison, en 1996-1997 (la première année de son fonctionnement), la Stratégie a versé des fonds à 26 projets de justice communautaire dans six provinces et un territoire<sup>13</sup>.

## Répondre aux besoins aux peuples autochtones – Accent mis sur le Nord

Dans les trois territoires, le Service fédéral des poursuites (SFP) exerce les mêmes fonctions que les procureurs généraux dans les provinces. Par conséquent, le SFP participe plus directement à la mesure dans laquelle le système de justice est adapté aux besoins des peuples autochtones dans le Nord. Le SFP accomplit des actions clés visant à favoriser une plus grande collaboration entre les procureurs et les comités de justice communautaire et les organismes, un plus grand recours aux mesures de rechange à la poursuite et à la détention, de même que la sensibilisation aux options prévues par la *Loi sur le système de justice pénale pour les adolescents* et leur utilisation à grande échelle (c.-à-d. les options de déjudiciarisation et les peines en milieu ouvert).

**Bureau régional du Yukon** – Par le biais du groupe d'experts sur la justice pour les jeunes de Whitehorse (Whitehorse Youth Justice Panel), l'État a participé à la déjudiciarisation des accusés portés contre des adolescents après le dépôt des accusations. Ceci a entraîné une réduction des dossiers d'adolescents allant à procès.

**Bureau régional des T.N.-O.** – Le bureau des T.N.-O. a collaboré avec les représentants des T.N.-O. pour la révision des protocoles de déjudiciarisation régissant la déjudiciarisation avant le dépôt des accusations et le renvoi aux comités de justice. Des progrès ont été réalisés par l'élaboration d'un modèle qui recourt à la médiation pour répondre aux besoins de déjudiciarisation des collectivités sans comité de justice. Un tel modèle étendra la possibilité de déjudiciarisation dans les plus petites collectivités qui n'ont pu s'en prévaloir jusqu'à maintenant.

**Bureau régional du Nunavut** – En mai 2004, le bureau du Nunavut a signé un protocole de déjudiciarisation avec le Nunavut, la GRC et 11 comités de justice communautaire parmi les 26 qui existent. L'objet du protocole est d'étendre la gamme des services de justice dans la collectivité, de favoriser la participation de la collectivité aux programmes de justice, de préserver les valeurs traditionnelles inuit et de promouvoir une approche globale des problèmes sociaux et judiciaires. Les procureurs du Nunavut poursuivent leur pratique de rencontrer les comités de justice, ce qui signifie habituellement qu'ils doivent se rendre dans la collectivité la fin de semaine qui précède l'arrivée de la cour de circuit et rencontrer les groupes communautaires en soirée et en fin de semaine. En mars 2005, les procureurs fédéraux ont dispensé de la formation sur la Loi sur le système de justice pénale pour les adolescents à tous les 26 comités de justice communautaire. Outre les activités régionales mentionnées ci-dessus, les coordonnateurs des témoins de la poursuite dans le Nord continuent de dispenser du soutien aux témoins et aux victimes autochtones en fournissant des services de traduction dans les deux langues et d'interprétation de la culture tant aux victimes qu'aux témoins de la poursuite et ils renvoient les victimes aux services aux victimes territoriaux pour un suivi après leur passage en cours. Le Service fédéral des poursuites a négocié des protocoles d'entente avec les services aux victimes territoriaux afin d'assurer leur collaboration, de définir les rôles et d'éviter les chevauchements et d'ainsi fournir de meilleurs services aux victimes.

13. En 1996-1997, 20 projets de justice communautaire sur 26 financés par la Stratégie ont indiqué qu'ils avaient des liens avec d'autres organismes sociaux et judiciaires dans leur collectivité. En 2004-2005, les 54 projets de justice communautaire qui avaient présenté un rapport d'activités annuel à la Direction de la justice autochtone au 27 juin 2005, ont décrit en détail leurs liens avec d'autres organismes communautaires. En 1996-1997, les 26 projets de justice communautaire financés par la Stratégie ont signalé 798 renvois du système juridique dominant, soit une moyenne de 31 renvois par programme. Ces chiffres incluent les mesures de déjudiciarisation préalables et postérieures au dépôt des accusations, les cas renvoyés aux collectivités pour les cercles de détermination de la peine et les cas de médiation familiale et de protection de l'enfance renvoyés à des programmes communautaires de rechange. En 2004-2005, le nombre de renvois s'élevait à 5548 à l'égard des 54 projets de la Stratégie qui avaient fourni un rapport d'activités annuel au 27 juin 2005, soit une moyenne de 103 renvois par projet.

**Priorité 3 - Répondre aux besoins des peuples autochtones dans le système de justice**

**Total des ressources financières pour la priorité (en millions de dollars)<sup>12</sup>**

Dépenses prévues	Dépenses réelles
14,9	14,4

Les tentatives de réponse aux besoins des peuples autochtones dans le système de justice s'opposent à de nombreuses difficultés, du fait que leurs relations avec les institutions, dont le système de justice, sont définies par le contexte historique. Qui plus est, les Autochtones ne constituent pas un groupe homogène qui poursuit le même ensemble d'intérêts ou qui a les mêmes préoccupations. Enfin, il est difficile de promouvoir un système de justice plus équitable et plus efficace en raison des conditions socio-économiques de nombreux Autochtones.

Pour le Gouvernement du Canada, l'interaction entre les peuples autochtones et le système de justice continue à être une grande priorité. Afin d'accroître l'équité et l'efficacité du système de justice pour les Autochtones ayant affaire avec celui-ci, parce qu'ils sont victimes ou accusés, il convient de tenir compte de leurs besoins dans leur contexte culturel ainsi que de leurs conditions économiques et sociales.

Parmi les initiatives prises par le ministère de la Justice pour concrétiser cette priorité, figurent la Stratégie de la justice applicable aux Autochtones (SJA) et un programme de subventions et de contributions destiné aux organismes communautaires qui œuvrent auprès des Autochtones ayant des démêlés avec le système de justice pénale. Plusieurs autres programmes tentent, au moyen de leurs politiques, de leurs priorités de financement,

12. De façon générale, les dépenses réelles correspondent aux dépenses prévues.

**Engagements**

- Sensibilisation accrue des questions de justice autochtone chez les professionnels du système de justice.
- Le système de justice est mieux adapté aux besoins des peuples autochtones.
- Victimisation, criminalité et incarcération réduites dans les collectivités autochtones.

**Résultats de rendement**

*Sensibilisation accrue aux questions de justice autochtone*

Au début de 2004, la Direction de la justice autochtone a commencé à recueillir des données en vue de l'évaluation formative de l'actuelle SJA. Les résultats préliminaires indiquent une sensibilisation accrue au système juridique dominant et sa reconnaissance; une prise en charge et un contrôle accru de la justice communautaire, de même qu'une plus grande participation à celle-ci; un plus grand nombre d'activités d'établissement de liens et de partage d'information; un plus grand partage des ressources avec d'autres services communautaires.

*Système de justice mieux adapté aux besoins des peuples autochtones*

En 2004-2005, la Stratégie de la justice applicable aux Autochtones s'est engagée à verser 6,6 millions de dollars pour financer 85 projets de justice communautaire dans les 13 provinces et territoires. Les projets financés ont permis de dispenser des services à 451 collectivités.

## Evaluation globale<sup>11</sup> de la Priorité 2 - Protéger les enfants, les adolescents et les personnes vulnérables par la législation, et protéger leurs intérêts dans le système de justice

Evaluation du rendement		Evaluation de la qualité des données	
Résultat prévu	Cote de rendement	Indicateur de rendement	Cote
Etablissement d'un cadre juridique plus efficace pour les enquêtes et les poursuites dans les dossiers relatifs à l'exploitation des enfants et des groupes vulnérables	Atteint presque entièrement	Nombre et types d'améliorations apportées par des mesures législatives ou autres, fréquence de leur recours L'information sur le rendement se fonde principalement sur les intrants et les extrants et dans, certains cas, s'ajoutent les résultats d'études d'évaluation	Bonne
	Atteint presque entièrement	Nombre et genre de modifications apportées au <i>Code criminel</i> et degré d'acceptation de la part des partenaires du système de justice L'information sur le rendement se fonde principalement sur les intrants et les extrants	Raisonnaible
	Non évalué	Nombre de contestations fondées sur la Charte Ces mesures de rendement n'ont pas fait l'objet d'un suivi systématique. Il faut peut-être aussi examiner la validité des mesures proposées	Non évalué
	Non évalué	Décisions découlant des contestations fondées sur la Charte	Raisonnaible
la priorité 2		Raisonnaible	
Evaluation globale de	Atteint presque entièrement		

11. Les résultats prévus à long terme de cette priorité sont la réduction de la victimisation des enfants et des groupes vulnérables et la réduction des situations où ils se voient à nouveau victimisés par le système de justice. Puisqu'il s'agit d'objectifs à long terme, complets et assujettis à un grand nombre de facteurs extérieurs, ils ne sont pas évalués de manière appropriée par des mesures uniques à court terme, telles que le nombre d'infractions signalées ou le nombre de signalement de nouvelle victimisation. Ces objectifs ont été abordés dans le cadre d'évaluations (Évaluation de l'Initiative sur les victimes d'actes criminels 2004) et continueront d'être abordés dans le cadre de la stratégie ministérielle d'évaluation au cours des trois prochaines années.



- réaliser une étude dans de nombreux sites sur les victimes et les prestataires de services et distribuer les rapports de recherche, outre d'autres ressources, à plus de 2 500 personnes;
- achever et distribuer un manuel de ressources destiné aux coordonnateurs des témoins de la poursuite dans le Nord;
- réaliser une évaluation sommative.

Les résultats de l'évaluation sommative (septembre 2004) indiquent que l'initiative a bien réussi à réaliser ses résultats et ses objectifs. Parmi les résultats positifs qui y sont indiqués, mentionnons les instruments stratégiques et législatifs (c.-à-d., le groupe de travail fédéral – provincial – territorial, les activités de recherche et d'orientation, le financement de projets, lequel a amélioré l'accès aux services, l'amélioration des capacités des prestataires de services, une meilleure connaissance des droits, des besoins et des services dispensés aux victimes d'actes criminels et le résultat d'une plus grande participation au système de justice pénale<sup>10</sup>.

## Autres activités ministérielles soutenant la priorité

Le Ministère a entrepris d'autres activités clés, des engagements précis en vertu de la priorité dans le Rapport sur les plans et priorités 2004-2005.

À titre d'exemple, le Ministère a travaillé à la mise en œuvre de la Stratégie du droit de la famille axée sur l'enfant pour la période de 2003-2004 à 2004-2005. La Stratégie vise à la réalisation de trois objectifs clés : prise de décisions répondant aux besoins individuels des enfants, rapidement et de façon adéquate, de droit de la famille, conformément accrue aux ententes parentales et respect des ententes de pension alimentaire.

Les travaux ont progressé au titre du financement des services de justice familiale, de l'élaboration de documents de vulgarisation et d'information juridiques, des améliorations aux mesures de réformes globales et à l'élaboration de politiques dans divers domaines, notamment les questions interjuridictionnelles tant au pays qu'à l'échelle internationale. Un cadre de gestion et de responsabilisation axé sur les résultats (CGRR) a été mis au point, qui définit les objectifs de la Stratégie et détaille comment sa réussite sera évaluée.

La justice pour les jeunes est un autre domaine dans lequel il y a eu d'importants travaux au cours de la période visée. Depuis l'entrée en vigueur de la *Loi sur le système de justice pénale pour les adolescents* (LSJPA), plus d'efforts ont été consacrés à la surveillance des répercussions de l'initiative sur le renouvellement du système de justice pour les jeunes à l'égard de la réalisation des objectifs politiques fixés. Des activités de recherche et de surveillance ont été entreprises au cours des deux dernières années. En 2004-2005, le Ministère a amorcé la rédaction de la « Déclaration annuelle 2005 sur la *Loi sur le système de justice pénale pour les adolescents* » qui fournit des renseignements sur le fonctionnement du système de justice pour les jeunes en vertu de la *Loi sur le système de justice pénale pour les adolescents*. Le sommaire peut être consulté en ligne à l'adresse suivante : <http://canada.justice.gc.ca/fr/ps/yj/statement/exccsum.html>.

10. Les résultats ont également indiqué qu'il n'est pas possible de connaître un succès complet en cinq ou dix ans et que le financement devait être maintenu. Les intervenants étaient unanimes à affirmer qu'une telle initiative est nécessaire en permanence. Ils ont entres autres souligné que l'initiative décrit les questions entourant les victimes au niveau fédéral en ce qui a trait à l'élaboration des mesures législatives et qu'elle fonctionne comme un organisme de coordination pour le partage de l'information, activité jugée essentielle. L'une des principales recommandations de l'évaluation a mis l'accent sur la nécessité d'élaborer des objectifs plus précis et plus mesurables. L'évaluation recommande aussi que le fonds pour les victimes d'actes criminels soit revu afin d'en accroître la souplesse pour les requérants (particulièrement dans les cas où il y a un besoin de capacités et dans les cas où les taux de victimisation sont les plus élevés) et de financer pendant de plus longues périodes et selon des montants plus élevés.

## Réduction de la victimisation des enfants et des groupes vulnérables.

Dans le domaine de la violence familiale, le Ministère a conclu 14 accords de financement avec des organismes non gouvernementaux afin d'améliorer la réponse du système de justice à la violence familiale. Les accords de financement sont conçus pour expérimenter de nouvelles démarches visant à mieux répondre à la question de la violence familiale et aux besoins des victimes de violence familiale.

L'Initiative de lutte contre la violence familiale établit au besoin des liens avec d'autres programmes ministériels pour que les résultats des projets puissent contribuer à l'élaboration de politiques dans l'ensemble du Ministère.

Le Ministère a travaillé de concert avec le Groupe de travail interministériel sur la traite des personnes, menant au dépôt du projet de loi C-49, *Loi modifiant le Code criminel (traite des personnes)* en mai 2005. Ces mesures législatives créent trois nouvelles infractions criminelles :

- la « traite des personnes », qui interdit à quiconque de participer à des actes précis afin d'exploiter une personne ou de faciliter son exploitation (peine maximale : emprisonnement à perpétuité en cas d'enlèvement, de voies de fait graves ou d'agression sexuelle grave ou si elle entraîne la mort de la victime et 14 ans d'emprisonnement dans tous les autres cas);
- une infraction qui interdit à quiconque de tirer un avantage financier ou tout autre avantage matériel de la perpétuation d'une infraction de traite des personnes (peine maximale : dix ans d'emprisonnement);

## Réduction de la victimisation secondaire des enfants et des groupes vulnérables

Le projet de loi C-49 est une première étape concrète de la stratégie fédérale de lutte contre la traite.<sup>9</sup>

- une infraction qui interdit à quiconque de conserver ou de détruire des documents comme les pièces d'identité ou les documents de voyage de la victime, pour commettre ou faciliter une infraction de traite des personnes (peine maximale : cinq ans d'emprisonnement).

La victimisation secondaire désigne le traumatisme que subissent les victimes d'actes criminels lorsqu'elles sont en contact avec le système de justice. L'une des principales initiatives du Ministère pour répondre à la victimisation secondaire est l'Initiative sur les victimes d'actes criminels, lancée en 2000 avec un mandat de cinq ans (2000-2005) prenant fin le 31 mars 2005. Au cours de 2004-2005, l'Initiative a permis de participer à des activités clés, dont les suivantes :

- jouer un rôle clé dans l'élaboration des options de réforme visant à faciliter la participation des jeunes victimes et témoins au processus judiciaire et à faciliter la présence du témoin d'un enfant (projet de loi C-2);
- jouer un rôle clé dans l'élaboration du projet de loi C-10 – *Loi modifiant le Code criminel (troubles mentaux)* qui contient des dispositions visant à assurer une plus grande participation des victimes dans les audiences des comités d'examen;
- accueillir une consultation sur la création d'un Comité consultatif national sur les questions entourant les victimes;

9. Parmi les récentes mesures de la lutte contre la traite financées par le ministère de la Justice, mentionnons les suivantes : un séminaire de formation sur la traite à l'intention des agents de police, des procureurs, des agents d'immigration, des agents de douane et consulaires, co-parrainé par le ministère de la Justice et l'Organisation internationale pour la migration en mars 2004; un forum sur le trafic humain parrainé par le Conseil ethnoculturel du Canada, le ministère de la Justice et Condition féminine Canada en mars 2004; une réunion avec des responsables des orientations politiques fédérales, des représentants d'organismes non gouvernementaux et des universitaires canadiens pour discuter des divers éléments de la stratégie actuellement en voie d'élaboration; créer et diffuser une brochure « anti-trafic » multilingue (en 14 langues) dans ses missions et aux organisations non gouvernementales à l'étranger; la création et la diffusion d'affiches contre le trafic humain par l'intermédiaire des commissariats, des services aux victimes, des centres communautaires et des centres pour réfugiés et immigrants dans tout le pays; la réalisation d'une évaluation conjointe E.-U. – Canada de la menace transfrontalière liée à la traite de personnes pour le Forum sur la criminalité transfrontalière.





- interdictions de **pornographie infantile** accrues, y compris élargissement de la définition, augmentation des peines maximales et offre d'un nouveau moyen de défense plus clair et plus strict à deux volets fondé sur le « but légitime »;
  - protection accrue aux adolescents (14 à 18 ans) contre l'**exploitation sexuelle**; augmentation des **peines pour les infractions contre les enfants** liées à la maltraitance, à la négligence et à l'**exploitation sexuelle** pour qu'elles reflètent mieux la nature grave d'un tel comportement;
  - **facilitation du témoignage des enfants victimes et d'autres victimes et témoins vulnérables** pour veiller à ce que tous les enfants victimes et témoins de moins de 18 ans puissent se prévaloir d'aides au témoignage et d'autres mesures, à moins que cela ne nuise à la bonne administration de la justice. Il propose également que les enfants de moins de 14 ans témoignent s'ils sont en mesure de comprendre les questions et d'y répondre, sans la nécessité d'une enquête sur la capacité de l'enfant à témoigner;
  - **création de nouvelles infractions de voyeurisme** pour protéger contre l'observation subreptice d'une personne ou de produire un enregistrement visuel de cette personne dans des circonstances pour lesquelles il existe une attente raisonnable de protection en matière de vie privée.
- Le projet de loi C-2 appuie l'engagement fédéral plus vaste envers la lutte contre l'exploitation sexuelle. Le 12 mai 2004, la Stratégie nationale pour la protection des enfants contre l'exploitation sexuelle sur Internet a été lancée par la vice-première ministre et ministre de la Sécurité publique du Canada s'est engagé à investir sur les cinq années à venir plus de 42 millions de dollars pour agrandir le centre national de coordination de la GRC (CNCCE), fournir aux organismes d'application de la loi de meilleurs outils et plus de ressources pour enquêter sur les cas

- d'exploitation des enfants sur Internet, sensibiliser davantage la population à ce problème et au signalement de ces problèmes et à resserrer les partenariats entre les pouvoirs publics, le secteur privé et les autres intervenants. Le programme Rescol d'Industrie Canada sera élargi à cette fin et le site cyberaide.ca, étendu. Ce site a été lancé le 24 janvier 2005, en tant que service non gouvernemental, accessible 24 heures sur 24, pour signaler l'exploitation sexuelle des enfants sur Internet.
- Le Ministère a par ailleurs travaillé activement à l'élaboration d'options de réforme législative et de démarches non législatives touchant les personnes qui sont définitivement incapables à subir un procès, qui possèdent des capacités cognitives limitées en raison du syndrome d'alcoolisme foetal, ou encore qui sont incapables au moment de la détermination de la peine.
- Le projet de loi C-10, *Loi modifiant le Code criminel (troubles mentaux)* a été déposé le 8 octobre 2004 et a reçu la sanction royale en mai 2005.
- Les modifications prévoient ce qui suit :
- l'élargissement des pouvoirs des commissions d'examen pour s'assurer qu'elles ont tous les renseignements essentiels pour déterminer si un accusé atteint de troubles mentaux devrait faire l'objet d'une libération, d'une détention ou d'une supervision assortie de conditions;
  - de nouvelles options dispensées aux policiers en cas d'arrestation pour violation d'une ordonnance;
  - la simplification des dispositions régissant le transfertement d'un accusé;
  - des mesures de protection supplémentaires pour l'accusé définitivement inapte, y compris la possibilité pour le tribunal d'ordonner la suspension de l'instance;
  - l'abrogation des dispositions non proclamées de la loi de 1992.

Évaluation globale de la priorité	Atteint presque entièrement
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Raisonnable	L'information sur le rendement se fonde principalement sur les intrants, les activités et les extrants, avec un certain suivi de répercussions choisies. Il faut une plus grande variété de mesures et définir les cibles de rendement
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## Priorité 2 - Protéger les enfants, les adolescents et les personnes vulnérables par la législation et protéger leurs intérêts dans le système de justice

### Total des ressources financières pour la priorité (en millions de dollars)<sup>8</sup>

Dépenses prévues	246,7
Dépenses réelles	228,7

Travailler à la protection des enfants, des adolescents et des personnes vulnérables par la législation et protéger leurs intérêts dans le système de justice soulèvent d'importants défis. À titre d'exemple, les crimes commis à l'endroit de ces groupes sont plutôt des actes cachés – ils sont souvent non détectés et non signalés. Protéger les enfants contre toute forme d'exploitation demeure une grande priorité au pays comme à l'étranger. Les enfants et les jeunes victimes d'exploitation ou d'autres actes criminels peuvent parfois se trouver eux-mêmes aux prises avec la loi; il faut prévoir des stratégies pour protéger leurs droits, quelle que soit leur situation. Par ailleurs, les intérêts des personnes vulnérables, par

### Résultats de rendement

*Etablissement d'un cadre juridique plus efficace pour les dossiers relatifs à l'exploitation des enfants et des groupes vulnérables*

Le projet de loi C-2, *Loi modifiant le Code criminel (protection des enfants et d'autres personnes vulnérables)* et la *Loi sur la preuve au Canada*, a été déposé le 18 octobre 2004 (sanction royale obtenue en juillet 2005). Il propose des modifications en matière pénale dans cinq domaines clés :

- Etablissement d'un cadre juridique plus efficace pour les enquêtes et les poursuites dans les dossiers relatifs à l'exploitation des enfants et des groupes vulnérables
- Réduction de la victimisation des enfants et des groupes vulnérables
- Réduction de la victimisation secondaire des enfants et des groupes vulnérables par le système de justice

exemple celles ayant une déficience mentale, personnes ont affaire avec le système de justice soit en tant qu'accusées, victimes ou témoins.

### Engagements

exemple celles ayant une déficience mentale, personnes ont affaire avec le système de justice soit en tant qu'accusées, victimes ou témoins.

8. Les dépenses réelles ont été inférieures de 18 millions de dollars (soit 7 %) aux dépenses prévues. Les économies provenant de l'adoption plus lente que prévue des programmes sur la justice pour les jeunes par les provinces et les territoires et les réductions des dépenses de fonctionnement ont été réorientées vers la réaffectation dans l'ensemble de l'administration fédérale. Des économies supplémentaires sont dues aux retards dans la mise en œuvre de certaines activités liées à l'amélioration de la Loi sur le divorce.



Évaluation de la qualité des données

Indicateur de rendement		Cote	
Nombre de personnes ayant bénéficié de services d'aide juridique en matière pénale	Elaboration d'une stratégie à long terme en matière d'aide juridique fondée sur des études et des projets de recherche novateurs	Raisonnable	Les données de rendement portent principalement sur les intrants et les extrants
Raisonnable	À améliorer	L'évaluation du rendement porte sur le suivi des intrants et des activités. La mesure proposée n'a pas fait l'objet d'un suivi	Raisonnable
Niveau de participation des communautés de langue officielle en situation minoritaire à l'élaboration des politiques et des programmes ministériels	Nature de services et de produits dispensés dans la langue minoritaire	Degré de prise en considération des besoins des communautés dans la mise en œuvre des politiques, des programmes et des services	Bonnes
Atteint	Atteint	Atteint	Atteint

Évaluation du rendement

Résultat prévu		Cote de rendement	
Plus de services d'aide juridique ont été dispensés aux personnes défavorisées devant répondre d'accusations criminelles graves	Adoption de démarches novatrices pour satisfaire les besoins qui sont en demeure au chapitre des services d'aide juridique en matière pénale	Atteint presque entièrement	Connaissance accrue du système de justice dans la population canadienne
Atteint	Atteint presque entièrement	Atteint	Atteint
Atteint	Atteint	Atteint	Atteint

Les résultats à long terme prévus à l'égard de cette priorité consistent à mettre en œuvre un système de justice plus accessible et à améliorer les services d'aide juridique. Ces objectifs ne peuvent pas être évalués par des mesures uniques, à court terme et feront partie de la stratégie d'évaluation du Ministère au cours des trois prochaines années.

## Evaluation globale de la Priorité 1 – Promouvoir l'accès au système de justice et l'efficacité de son fonctionnement

Dans un autre ordre, le Ministère continue de travailler pour veiller à ce que la population canadienne puisse avoir facilement accès à toutes les lois et à tous les règlements fédéraux. Au cours de 2004-2005, la Direction des services législatifs a poursuivi la mise en œuvre de l'Architecture de gestion de l'information législative (AGIL), un projet qui, lorsqu'il sera

De même, par le biais du Fonds de mise en application de la *Loi sur les conventions*, le Ministère a commencé à travailler pour augmenter sa capacité de dispenser des services judiciaires et extrajudiciaires concernant la poursuite dans les deux langues officielles en cas d'infraction fédérale, au moyen d'ententes de contribution et de modifications des règlements qui reconnaissent les droits linguistiques.

En 2003, le Comité directeur sur l'amélioration de l'accès à la justice et de l'efficacité du système de justice pénale a été mis sur pied. Il est composé de représentants des provinces, de la magistrature et du barreau. En 2004-2005, le Comité a poursuivi ses travaux pour faire progresser des questions clés qui touchent l'ensemble des provinces et des territoires, notamment :

- l'examen des mégaproces,
- l'examen et la résolution rapides des dossiers,
- la gestion du volume des dossiers dont le tribunal sera saisi,
- l'examen du régime de remise en liberté sous caution,
- l'accroissement du nombre des détentions préventives.

## Amélioration de l'efficacité du système de justice

achevée, offrira l'architecture et la capacité pour acheminer de façon transparente les projets de loi et de règlement du Ministère au Parlement et à la Gazette du Canada, de même qu'à Internet. Ce système améliorera l'accès en temps réel de la population aux lois du Canada.

De plus, le Ministère a versé 2,9 millions de dollars en financement de contribution pour une gamme de projets, dont la formation juridique pour le personnel des tribunaux et les juges, le perfectionnement professionnel des procureurs bilingues, le financement de base pour l'Association des juristes d'expression française de common law dans six provinces et la création d'outils tels que les composantes de langue anglaise du site Web Éducaloi, l'organisme de vulgarisation et d'information juridiques du Québec.

d'avocats de garde en salle d'audience a été versée par le biais des programmes d'aide juridique provinciaux et territoriaux.

Le Ministère a versé, grâce au fonds d'investissement pour l'aide juridique, 25 millions de dollars sous forme de financement de contribution pour aider à accroître l'accès aux services d'aide juridique, plus particulièrement à l'entrée du système de justice pénale. Au cours de 2004-2005, plus de 100 initiatives ont été financées dans l'ensemble du pays. Près des trois quarts (73 %) visaient à répondre à quatre priorités du fonds d'investissement : l'accès précoc aux services d'aide juridique, 28,4 % ; la diversification des services d'aide juridique, 22,5 % ; les Autochtones, 13,7 % et les besoins spéciaux, 8,8 %. Chaque territoire a mis en œuvre au moins un projet d'aide juridique en matière civile. Près de la moitié des projets comportant une composante sur les langues officielles sont liés à d'autres priorités du fonds d'investissement (p. ex., avocats de garde selon l'arrêt Brydges qui sont bilingues; centre d'appel qui dessert la clientèle en plusieurs langues, y compris les langues officielles).

Le Ministère a versé 1,2 million de dollars pour financer 12 projets pilotes au moyen du Fonds pour les projets pilotes. Ces projets ciblent la prestation accrue ou améliorée de services d'aide juridique dans des affaires d'immigration et de demande de statut de réfugié, de pauvreté et de droit de la famille.

## Meilleure connaissance du système de justice dans la population canadienne

Les activités de vulgarisation et d'information juridiques (VII) visent à renseigner la population sur les lois et leur incidence pour qu'elle puisse efficacement au système de justice. Le Ministère a versé au total 1,03 million de dollars à un organisme de vulgarisation et d'information juridiques dans chaque province, nommé conjointement par la province et le Ministère. Dans les territoires, les activités de vulgarisation et d'information juridiques sont menées aux termes des ententes sur l'accès à la justice<sup>6</sup>. De plus, le Ministère accorde des fonds à des organismes non gouvernementaux pour des projets comprenant des activités de vulgarisation et d'information juridiques dans le cadre des volets des initiatives ministérielles, dont le Fonds d'aide aux victimes, l'Initiative de lutte contre la violence familiale, le Fonds de renouvellement du système de justice pour les jeunes, le Fonds du droit de la famille axé sur l'enfant, la Stratégie de la justice applicable aux Autochtones et le Fonds d'appui à l'accès à la justice dans les deux langues officielles.

### Accessibilité dans les deux langues officielles

Le Ministère soutient un mécanisme formel pour assurer une large consultation avec les communautés de langues officielles en situation minoritaire, les provinces et les territoires.<sup>7</sup>

6. Ces organismes ne donnent aucun conseil juridique. Ils ne sont habilités qu'à fournir et diffuser de l'information ou à effectuer des renvois au sujet de divers aspects de la loi pour que les intéressés puissent prendre des décisions éclairées en matière de justice.

7. Le Commissaire aux langues officielles a commenté nos progrès dans son rapport annuel 2004-2005 au Parlement et souligné que Justice Canada continue de faire des progrès, que le ministère a mis à contribution son Fonds d'appui à l'accès à la justice dans les deux langues officielles et s'est doté d'un mécanisme de consultation. (Extrait du Rapport annuel 2004-2005 du Commissaire aux langues officielles, volume II, page 5).

Certes les efforts ministériels en sont encore à leurs débuts, mais il y a eu aussi d'autres observations positives. Lors d'un sondage effectué par la Fédération des communautés francophones et acadiennes dans le cadre de l'évaluation formative du Plan d'action fédéral pour les langues officielles (au 31 mars 2005), on a constaté que selon 75 % des personnes interrogées, l'accès à la justice dans les deux langues officielles s'est amélioré dans au moins cinq provinces. Justice Canada accorde par ailleurs du financement de contribution à des groupes de juristes afin que les citoyens aient davantage accès à la justice dans les deux langues officielles. En 2004-2005 par exemple, des crédits de base ont été versés à six associations provinciales de juristes d'expression française et à leur fédération pour un total de 600 000 \$. Justice Canada a aussi conclu 40 accords de financement avec des organisations non gouvernementales, des universités et des provinces afin de mettre en œuvre des démarches novatrices visant à améliorer l'accès à la justice dans les deux langues officielles.

**Priorité 1 – Promouvoir l'accès au système de justice et l'efficacité de son fonctionnement**

**Total des ressources financières pour la priorité (en millions de dollars)<sup>5</sup>**

Dépenses prévues	Engagements
155,3	150,7

Le Ministère accorde des crédits aux provinces et aux territoires pour programmes visant à améliorer l'accès au système de justice, dont l'aide juridique est le plus important (en termes de dollars) : peuvent s'en prévaloir les personnes défavorisées au plan économique, qui sont inculpées dans des affaires graves au pénal et les jeunes dans les dossiers liés à la *Loi sur le système de justice pénale pour les adolescents*. Le Ministère travaille étroitement avec les provinces et les territoires à élaborer des politiques dans ce domaine.

L'accès au système de justice repose en partie sur la connaissance que l'on a de ses droits et de ses responsabilités. Le ministère de la Justice finance dans chaque province et territoire des organisations qui se chargent d'administrer les programmes de vulgarisation et d'information juridiques. Ceux-ci permettent aux Canadiens de comprendre les droits et les responsabilités qui sont les leurs en matière de justice ainsi que les évolutions qui surviennent dans le système de justice (par exemple, les lignes directrices pour le calcul des pensions alimentaires pour enfant, les droits des victimes d'actes criminels, les ressources communautaires consacrées à la lutte contre la violence familiale, les programmes touchant la justice pour les jeunes). Autre moyen de rendre le système de justice plus accessible : assurer que chaque

**Engagements**

Les dossiers criminels croissent en volume et en complexité, entraînant des coûts et des retards plus importants. On s'attache donc à pour accroître l'efficacité du système de justice sans toutefois en compromettre l'impartialité et l'accessibilité.

Canadienne et chaque Canadien y ait accès dans la langue officielle de son choix, si la loi le prévoit.

- Procurer des services d'aide juridique aux personnes défavorisées devant répondre d'accusations criminelles graves
- Adopter des démarches novatrices pour satisfaire les besoins qui sont en demeure au chapitre des services d'aide juridique en matière pénale
- Meilleure connaissance du système de justice dans la population canadienne
- Accessibilité des Canadiens au système de justice dans les deux langues officielles, si la loi le prévoit
- Accroître l'efficacité du système de justice sans en compromettre l'impartialité et l'accessibilité

**Résultats de rendement**

**Aide juridique**

Dans le cadre des activités visant à favoriser l'accès au système de justice, le Ministère a versé 131,1 millions de dollars, au moyen d'ententes de contribution pour financer l'aide juridique dans les 13 provinces et territoires. Ces ententes ont aidé au maintien des programmes d'aide juridique dans l'ensemble du pays. En 2003-2004 (l'année la plus récente à l'égard de laquelle il existe des données), 244 765 demandes de services d'aide juridique complètes en matière pénale ont été approuvées au Canada et une somme supplémentaire de 1,03 million de dollars au titre des services

5. Les dépenses réelles ont été inférieures de 4,6 millions de dollars (ou 3%) aux dépenses prévues. Les économies provenant de l'adoption plus lente que prévue du Programme des contraventions par les administrations et les réductions dans les dépenses de fonctionnement ont été réorientées vers la réaffectation fédérale d'un milliard de dollars, annoncée dans le budget de 2003. Des économies supplémentaires sont dues aux retards dans l'établissement des tribunaux de traitement de la toxicomanie.

## Section II – Analyse des activités de programme par résultat stratégique

Le Ministère travaille en vue de produire trois résultats stratégiques pour la population canadienne :

- un système de justice efficace, adapté et accessible, qui reflète les valeurs canadiennes;
- une plus grande sécurité dans la société;
- des services juridiques de qualité élevée pour secondar le Gouvernement du Canada.

### A. UN SYSTÈME DE JUSTICE EFFICACE, ADAPTÉ ET ACCESSIBLE, QUI REFLECTE LES VALEURS CANADIENNES

**Dépenses prévues et réelles en 2004-2005 pour le résultat stratégique (en millions de dollars)<sup>4</sup>**

Dépenses prévues	Dépenses réelles
432,8	416,1

#### Partie A - Aperçu stratégique

L'administration de la justice est de compétence partagée avec les provinces et les territoires. Le Canada est un pays grand et diversifié et

Les Canadiens s'en remettent au système de justice pour bénéficier d'une tribune indépendante de règlement des différends; ils s'attendent à ce que le système soit accessible, équitable et pertinent. Pour accéder à ces attentes, le Ministère s'est fixé trois priorités clés.

Les facteurs qui influent sur l'administration efficace de la justice varient d'une région à l'autre. Dans cette structure, le Gouvernement du Canada a la responsabilité d'élaborer les politiques et les lois pour assurer un cadre national. À titre d'exemple, dans le domaine du droit pénal, le Gouvernement du Canada élabore les politiques et s'assure que le droit pénal et la procédure criminelle s'appliquent uniformément dans l'ensemble du pays. Pour leur part, les provinces ont la responsabilité de l'administration quotidienne du droit pénal. Compte tenu de la division constitutionnelle des pouvoirs, il n'est pas étonnant que les participants du système de justice jugent parfois que leurs attributions sont séparées ou indépendantes de celles d'autres participants, rendant ainsi difficile de promouvoir un système qui fonctionne bien, de manière concertée et dans un esprit de collaboration. Également, les enjeux dans ce domaine étant souvent vastes et complexes, allant bien au-delà des simples questions concernant le système de justice, ils nécessitent un engagement et une collaboration soutenus de la part des participants fédéraux, provinciaux et territoriaux, dont les intérêts sont très variés.

4. Les dépenses réelles ont été inférieures de 16,7 millions de dollars aux dépenses prévues. Les économies provenant de l'adoption plus lente que prévue par les administrations dans les domaines des programmes, plus particulièrement la justice pour les jeunes, ainsi que les réductions dans les dépenses de fonctionnement ont été réorientées vers la réaffectation fédérale d'un milliard de dollars, annoncée dans le budget de 2003. Des économies supplémentaires sont dues aux retards dans l'établissement des tribunaux de traitement de la toxicomanie et dans l'amélioration de la Loi sur le divorce.



<p><b>Résultat stratégique 3</b> Des services juridiques de qualité élevée pour secondar le Gouvernement du Canada.</p> <p><i>Priorité 7</i> Assurer aux clients des services juridiques de qualité élevée.</p>		<p><b>Les peuples autochtones</b></p> <p>Le Premier ministre Paul Martin a ouvert le 19 avril 2004 la première Table ronde Canada-Autochtones. Le Gouvernement du Canada s'y est engagé à rendre publics les dépenses fédérales au titre des programmes pour les peuples autochtones en 2004-2005, les objectifs des programmes et si possible classer les données sur les programmes par ministère et groupe autochtone.</p> <p>Le Gouvernement du Canada travaille avec les collectivités autochtones à développer leur capacité de prévention de la criminalité et de rétablissement des modes de justice réparatrice.</p> <p>Le Gouvernement du Canada travaille aussi en partenariat avec les collectivités autochtones en vue de faire appel à leurs modes traditionnels de justice qui ont en général une démarche plus globale et qui soulignent l'apaisement et l'importance de la participation de la collectivité au processus de justice.</p>
	<ul style="list-style-type: none"><li>• Services de justice aux Autochtones (SJA)</li><li>• Justice applicable aux adolescents (JAA)</li><li>• Assistance parajudiciaire aux Autochtones</li><li>• CPV</li></ul>	
	<p><b>Résultat stratégique 1</b> Un système de justice équitable, adapté et accessible, qui reflète les valeurs canadiennes.</p> <p><i>Priorité 2</i> Protéger les enfants, les adolescents et les personnes vulnérables par la législation, protéger leurs intérêts dans le système de justice</p> <p><i>Priorité 3</i> Répondre aux besoins des peuples autochtones dans le système de justice.</p>	



<p><b>Résultat stratégique 1</b> Un système de justice équitable, adapté et accessible, qui reflète les valeurs canadiennes.</p> <p><i>Priorité 1</i> Promouvoir l'accès au système de justice et l'efficacité de son environnement</p> <p><i>Priorité 2</i> Protéger les enfants, les adolescents et les personnes vulnérables par la législation, protéger leurs intérêts dans le système de justice</p> <p><b>Résultat stratégique 2</b> Une plus grande sécurité dans la société.</p> <p><i>Priorité 4</i> Lutter contre la criminalité technologique, la criminalité organisée et le terrorisme</p>	<ul style="list-style-type: none"> <li>• Politique de droit pénal, famille, enfants et adolescents</li> <li>– Initiative de lutte de contre la violence familiale</li> <li>• Centre de la politique concernant les victimes (CPV)</li> <li>• Langues officielles</li> </ul>	<p><b>Des collectivités sécuritaires</b></p> <p>La sécurité est l'une des priorités fédérales, car elle essentielle pour que les Canadiens jouissent d'une qualité de vie élevée. Au nombre des actions fédérales dans ce domaine, citons des politiques, des programmes et des mesures législatives en vue de procurer des logements sûrs, de protéger les enfants et les familles, de réduire le taux de la criminalité et de défendre le Canada contre les crises et les urgences telles que le terrorisme, la criminalité organisée, les menaces à la sécurité et les catastrophes naturelles.</p> <p>La justice pénale canadienne souligne d'abord l'importance des besoins des victimes dans les procédures judiciaires ; à cette fin, leur point de vue est pris en compte pour l'élaboration des lois et des orientations, on leur fait davantage connaître à elles et à leurs familles les services et l'assistance à leur disposition et on facilite la prestation de services et d'assistance par des tiers.</p>
<p><b>Résultat stratégique 2</b> Une plus grande sécurité dans la société.</p> <p><i>Priorité 6</i> Accroître la capacité de donner suite aux demandes internationales et de lutter contre la criminalité internationale</p> <p><b>Résultat stratégique 3</b> Des services juridiques de qualité élevée pour secondar le Gouvernement du Canada</p> <p><i>Priorité 7</i> Assurer aux clients des services juridiques de qualité élevée.</p>	<ul style="list-style-type: none"> <li>• Droit des affaires et droit réglementaire</li> <li>• Services de droit fiscal</li> <li>• SFP</li> <li>• Services législatifs</li> </ul>	<p><b>Un marché sécurisé et équitable</b></p> <p>Le Gouvernement du Canada s'est engagé dans le budget 2005 à améliorer régulièrement le système de la réglementation, à le rendre plus transparent, plus responsable et plus adaptable aux technologies nouvelles et à l'évolution des priorités publiques.</p>
<p><b>Résultat stratégique 2</b> Une plus grande sécurité dans la société.</p> <p><i>Priorité 4</i> Lutter contre la criminalité technologique, la criminalité organisée et le terrorisme</p> <p><i>Priorité 6</i> Accroître la capacité de donner suite aux demandes internationales et de lutter contre la criminalité internationale</p>	<ul style="list-style-type: none"> <li>• SFP</li> <li>• SJM – CISP</li> <li>• Droit public</li> </ul>	<p><b>Un monde sécuritaire</b></p> <p>Le Gouvernement du Canada travaille activement avec ses partenaires internationaux, notamment les Nations-Unies, l'OTAN, ses alliés, INTERPOL en vue d'obtenir à long terme l'avènement d'un monde plus sécuritaire, fondé sur la primauté du droit et le respect des droits de la personne.</p>

Figure 5 Rapport sur le rendement du Canada 2004 – contribution du MJ

Rapport sur le rendement du Canada 2004		Ministère de la Justice	
<p><b>Une société d'inclusion qui favorise la diversité</b></p> <p>Le Gouvernement du Canada contribue au renforcement de la diversité en élaborant des politiques concernant le multiculturalisme et les droits de la personne pour aider à lutter contre la discrimination fondée sur la couleur, l'âge, la religion ou le sexe.</p>		Service ministériel	
<p><b>Une culture et un patrimoine canadiens dynamiques</b></p> <p>Le Gouvernement du Canada favorise la culture, les arts et le patrimoine de celui-ci aux plans national et international.</p> <p>Le bureau du Commissaire aux langues officielles encouragera les institutions fédérales assujetties à la loi à respecter l'égalité de l'anglais et du français et à promouvoir les langues officielles dans la société canadienne.</p>		<p>• Aide juridique</p> <p>• Contentieux des affaires civiles</p> <p>• Services législatifs</p> <p>• Langues officielles</p> <p>• Vulgarisation et information juridiques</p>	
<p><b>Résultat stratégique 1</b> Un système de justice équitable, adapté et accessible, qui reflète les valeurs canadiennes</p> <p><i>Priorité 1</i> Promouvoir l'accès au système de justice et l'efficacité de son environnement</p>		<p><b>Résultat stratégique 1</b> Un système de justice équitable, adapté et accessible, qui reflète les valeurs canadiennes</p> <p><i>Priorité 1</i> Promouvoir l'accès au système de justice et l'efficacité de son environnement</p>	
<p><b>Résultat stratégique 2</b> Une plus grande sécurité dans la société.</p> <p><i>Priorité 4</i> Lutter contre la criminalité technologique, la criminalité organisée et le terrorisme</p> <p><i>Priorité 6</i> Accroître la capacité de donner suite aux demandes internationales et de lutter contre la criminalité internationale</p>		<p><b>Résultat stratégique 2</b> Une plus grande sécurité dans la société.</p> <p><i>Priorité 4</i> Lutter contre la criminalité technologique, la criminalité organisée et le terrorisme</p> <p><i>Priorité 6</i> Accroître la capacité de donner suite aux demandes internationales et de lutter contre la criminalité internationale</p>	
<p><b>Résultat stratégique 3</b> Des services juridiques de qualité élevée pour secondar le Gouvernement du Canada</p> <p><i>Priorité 7</i> Assurer aux clients des services juridiques de qualité élevée.</p>		<p><b>Résultat stratégique 3</b> Des services juridiques de qualité élevée pour secondar le Gouvernement du Canada</p> <p><i>Priorité 7</i> Assurer aux clients des services juridiques de qualité élevée.</p>	
<p><b>Résultat stratégique 4</b> Un système de justice équitable, adapté et accessible, qui reflète les valeurs canadiennes</p> <p><i>Priorité 2</i> Protéger les enfants, les adolescents et les personnes vulnérables par la législation, protéger leurs intérêts dans le système de justice</p>		<p><b>Résultat stratégique 4</b> Un système de justice équitable, adapté et accessible, qui reflète les valeurs canadiennes</p> <p><i>Priorité 2</i> Protéger les enfants, les adolescents et les personnes vulnérables par la législation, protéger leurs intérêts dans le système de justice</p>	

Ensemble des dépenses au titre de tous les résultats stratégiques				935,8	877,2	
Outils	Gestion et soutien ministériels			23,2	10,4	***
	Services et communications ministériels			52,1	55,4	***
	Total partiel			75,3	65,8	
Totalité des dépenses <sup>4</sup>				1011,1	943,0	

<sup>4</sup> \*\*\* Remarque : les critères de cotation du rendement n'ont pas été appliqués à ces éléments pour la période visée. Des mesures de rendement seront établies à leur égard dans le cadre de l'ajustement permanent de la SGRR.

**Résultat stratégique 3**  
– Des services  
juridiques de qualité  
élevée pour second  
le Gouvernement du  
Canada

Priorité partagée - Assurer aux clients des services juridiques de qualité élevée				
Services législatifs	Permanent	23,6	23,8	Atteints presque entièrement
Contentieux des affaires civiles, Droit public	Permanent	15,5	22,6	Atteints presque entièrement
Portefeuille du droit fiscal	Permanent	51,1	44,0	Atteints presque entièrement
Citoyenneté, immigration et sécurité publique	Permanent	29,4	33,5	Atteints presque entièrement
Portefeuille des affaires autochtones	Permanent	\$85,5	\$74,0	Atteints presque entièrement
Portefeuille du droit des affaires et du droit réglementaire	Permanent	141,9	93,5	Atteints presque entièrement
Portefeuille des organismes centraux	Permanent	13,4	9,2	Atteints presque entièrement
Portefeuille de l'administration	Permanent	32,9	42,8	Atteints presque entièrement
Autre		1,5	2,0	
<b>Total partiel de l'ensemble des quatre priorités partagées : a) Assurer aux clients des services juridiques de qualité élevée b) Établir une stratégie de financement des services juridiques c) Améliorer la mesure du rendement d) Gérer les risques juridiques</b>	<b>Permanent</b>	<b>394,8</b>	<b>345,4</b>	<b>Atteints presque entièrement</b>

**Figure 4 Résumé du rendement d'après les résultats stratégiques, les priorités et les engagements du MJ**

Planification stratégique	Priorités et engagements 2001-2005	Type	Dépenses prévues (en millions de dollars)	Dépenses réelles (en millions de dollars)	Résultats
<b>Résultat stratégique 1</b> – Un système de justice équitable, adapté et accessible, qui reflète les valeurs canadiennes	Priorité 1 Promouvoir l'accès au système de justice et l'efficacité de son environnement	Permanent	155,3	150,7	Atteints presque entièrement
	Priorité 2 Protéger les enfants, les adolescents et les personnes vulnérables par la législation, protéger leurs intérêts dans le système de justice	Permanent	246,7	228,7	Atteints presque entièrement
	Priorité 3 Répondre aux besoins des peuples autochtones dans le système de justice	Permanent	14,9	14,4	Atteints
	Autre		15,9	22,3	***
	<b>Total partiel</b>		<b>432,8</b>	<b>416,1</b>	
<b>Résultat stratégique 2</b> Une plus grande sécurité dans la société	Priorité 4 Lutter contre la criminalité technologique, la criminalité organisée et le terrorisme	Permanent	32,5	35,2	Atteints presque entièrement
	Priorité 5 Moderniser le droit pénal	Permanent	3,0	2,5	Atteints presque entièrement
		Permanent	7,5	7,7	Atteints presque entièrement
	Autre – poursuites en matière de stupéfiants et de réglementation		52,1	59,4	***
	Autre – frais d'administration, notamment du Service fédéral des poursuites		13,1	10,9	***
	<b>Total partiel</b>		<b>108,2</b>	<b>115,7</b>	

# Méthode d'autoévaluation

Évaluer notre rendement		Évaluer la qualité des données	
Atteint	Notre rendement a répondu à nos attentes	Bon	Rendement apprécié des gestionnaires, étayés d'après les jugements par un niveau approprié de données exactes, notamment des estimations des gestionnaires, obtenues à partir de sources ou de méthodes fiables
Atteint presque entièrement	Notre rendement a répondu à la plupart de nos attentes	Raisonnable	Rendement apprécié d'après les jugements des gestionnaires, étayés dans la plupart des cas par un niveau approprié de données exactes (notamment des estimations des gestionnaires), obtenues à partir de sources ou de méthodes fiables
Non atteint	Notre rendement n'a pas répondu à la plupart de nos attentes, ni aux principales attentes	À améliorer	Lacunes majeures de la solidité des données de rendement ; rendement apprécié d'après les jugements des gestionnaires, étayés par des données essentiellement qualitatives, à partir de sources ou de méthodes sans caractère formel
Non évalué	Notre rendement n'a pu être évalué	Non évalué	La validité des mesures est en cours d'examen. Peut ne pas être le meilleur indicateur de rendement

Il faut souligner que Justice Canada en est au stade expérimental de la mesure et de la déclaration du rendement et que pour l'instant, sa capacité ministérielle se limite surtout à la collecte des données sur les intrants, les extrants et parfois sur les résultats à court terme. Justice Canada prévoit qu'il faudra entre trois et cinq ans pour effectuer la transition complète vers la gestion intégrée des risques, axée sur les résultats.

## Sommaire du rendement de Justice Canada

La Figure 4 résume le rendement ministériel d'après les engagements exposés dans le RPP 2004-2005. La Figure 5 met en rapport les priorités ministérielles et celles figurant dans le Rapport sur le rendement du Canada 2004.



### Justice participative – travailler en partenariat

Nous travaillons avec d'autres dans le système de justice, notamment des organisations non gouvernementales et communautaires afin d'établir des modes novateurs, rentables de prestation des services qui amélioreraient l'accès à la justice et permettraient qu'elle demeure pertinente et réactive dans une société diverse. Nous travaillons aussi avec les ministères et organismes fédéraux dans des domaines tels que la sécurité et la justice applicable aux Autochtones afin d'aider à la réalisation des objectifs politiques nationaux. Nous cherchons en même temps à obtenir un équilibre délicat entre les priorités et les responsabilités diverses. Voici quelques-uns de nos principaux partenaires :

- les parlementaires ;
- environ 50 ministères et organismes fédéraux (pour Justice Canada, ce sont des « clients » ;
- nous soulignons que tout le travail s'accomplit au nom de l'État, et non au nom d'un service de l'administration fédérale en particulier) ;
- les provinces et les territoires avec qui le ministère partage des compétences quant au système de justice et à qui des crédits sont transférés pour des programmes notamment de justice applicable aux adolescents et d'aide juridique ;
- la population, y compris des organisations non gouvernementales et communautaires ;
- les juges, les avocats, les spécialistes de la recherche ;
- d'autres pays et des organisations internationales, directement et en collaboration avec Affaires étrangères Canada.

## JUSTICE CANADA S'EFFORCE D'AMÉLIORER LA REDDITION DE SES COMPTES AU PARLEMENT

Le bureau du Vérificateur général du Canada et le secrétariat du Conseil du Trésor ont exprimé lors d'examen récents des inquiétudes quant à la planification, à la mesure, à la déclaration et à la gestion du rendement du Gouvernement du Canada. De nombreux organismes fédéraux, dont le ministère de la Justice, doivent renforcer leur capacité de contrôler, de suivre et de déclarer leurs résultats.

Fermement résolu à combler ces lacunes approximativement dans le moyen terme, Justice Canada en a fait l'une de ses priorités ministérielles, a modifié sa structure organisationnelle et ses ressources afin de cerner ce domaine et a entrepris cette année les mesures suivantes :

- gérer les risques juridiques par mode évolutif (voir Section II),
- développer une capacité d'intégration de la planification et de la responsabilisation,
- auto-évaluer notre capacité et nos réalisations pour collecter et utiliser des données sur le rendement afin de rendre compte des priorités et des engagements.

À cet égard, Justice Canada a adapté les critères et les niveaux de cotation de l'Agende du revenu du Canada (ARC) afin que les cadres supérieurs et les intervenants disposent d'une appréciation claire d'où se situe Justice Canada pour chaque engagement exposé dans le RPP 2004-2005 et pour la transition de la gestion axée sur les activités à celle axée sur les résultats. On a retenu l'outil de l'ARC en raison de la clarté et de la simplicité avec lesquelles il fournit un résumé du rendement ministériel. Voici ci-dessous les graduations de cet outil.

renforcé depuis quelques années, d'où une demande accrue de services juridiques.

*Programme du gouvernement* – La nature de ce programme a eu une incidence majeure sur la demande de services juridiques, par exemple, le programme international militant notamment pour l'environnement et les droits internationaux de la personne a suscité des demandes pour que le ministère développe des capacités spécialisées afin de répondre à l'accroissement de la demande de services et de conseils spécialisés dans des domaines du droit qui jusque-là n'avaient pas suscité de demande.

## Facteurs internes

*Défis de planification* – Les litiges contre l'État peuvent surgir de toutes parts. Des jugements peuvent l'obliger à réagir rapidement par des mesures législatives. Des événements imprévus peuvent exiger des lois ou des mesures législatives nouvelles. Il nous faut constamment anticiper, gérer les risques juridiques et réagir avec flexibilité en fonction de l'évolution des situations, en réaffectant souvent des ressources rapidement afin de respecter des priorités nouvelles ou faire face au flux du contentieux.<sup>3</sup>

*Examen permanent des dépenses* – Le ministère de la Justice a versé 23 millions de dollars au titre de la réaffectation d'un milliard de dollars annoncée dans le budget de 2003. Par ailleurs, à l'instar de tous les organismes fédéraux, le ministère s'astreint à des économies et à une efficacité plus grandes, en gérant les tensions nouvelles et celles en cours avec les niveaux actuels de ressources. Ceci est obtenu grâce à des examens organisationnels périodiques et à la réaffectation interne des ressources en vue de réagir aux tensions permanentes et aux priorités nouvelles selon le cas.

nord-américaine a des incidences tant sur le commerce que sur la sécurité nationale - circonstances qui pourraient toutes nécessiter la prise de mesures juridiques. Justice Canada travaille avec la communauté internationale et ses partenaires nationaux à la réalisation d'objectifs communs<sup>4</sup>.

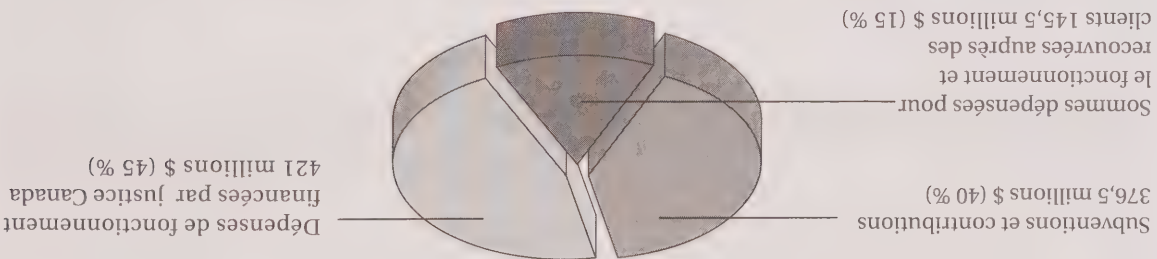
*Relations fédérales-provinciales-territoriales* - L'efficacité de l'administration de la justice repose sur la collaboration étroite avec les provinces et les territoires, tant pour élaborer des orientations que pour répartir le coût de la prestation des services à la population, par exemple les services de justice pour les jeunes, l'aide juridique, la vulgarisation et l'information juridiques, la justice pour les familles et d'autres programmes visant à améliorer ou à maintenir l'accès au système de justice<sup>5</sup>.

*Accroissement de la complexité et du nombre des litiges* – L'accroissement de la criminalité et la forte augmentation des ressources policières fédérales, provinciales et territoriales, surtout celles qui luttent contre la criminalité organisée sont ensemble à l'origine de l'augmentation du nombre et de la complexité des poursuites. Les avancées scientifiques et technologiques rapides exigent que les orientations, la rédaction des lois et le contentieux évoluent parallèlement. Les litiges fédéraux ont pris une ampleur manifeste, tant au niveau de leur portée que de leur coût. Cela est dû en partie au fait que depuis la Charte, la population a désormais davantage tendance à se tourner vers les tribunaux pour faire valoir pour revendiquer des droits individuels et collectifs.

*Changements de l'effectif de l'administration fédérale* – Ces changements ont eu une influence directe sur le ministère. L'effectif de l'administration fédérale s'est énormément

1. On a beaucoup travaillé pendant la période visée à procurer des services juridiques de conseil et de contentieux afin de répondre aux défis liés à la réouverture de la frontière Canada-Etats-Unis après qu'elle avait été fermée consécutivement à un incident concernant l'encéphalopathie spongiforme bovine (ESB).  
2. L'évolution constante des ententes FPT suscite des risques de type nouveau et accroît donc ce qui est exigé de l'administration de la Justice Canada pour dispenser des services de conseil aux ministères clients quant aux risques potentiels et à la diversité des stratégies appropriées d'atténuation de ces risques.  
3. Le ministère traite actuellement près de 49 000 dossiers de litiges civils touchant divers domaines du droit, notamment, pour la période visée, les droits à l'égalité à propos de la définition du mariage civil, des questions de compétence à propos de l'accès aux prestations parentales, des contestations en vertu de la Charte à propos des politiques d'immigration et des jugements peut-être historiques sur les droits des Autochtones et le titre aborigène.

Figure 3 – Dépenses réelles pour 2004-2005, par type de dépense



## Facteurs affectant le contexte de notre travail

De nombreux facteurs externes et internes peuvent avoir des influences majeures sur la mesure dans laquelle le ministère peut respecter les engagements qu'il a pris dans le Rapport sur les plans et priorités 2004-2005.

## Facteurs externes

**Sécurité** - depuis les attentats terroristes du 11 septembre 2001, le gouvernement a déposé des mesures de sécurité qui équilibreront la nécessité de protéger la société de telles attaques et le respect des droits et des libertés. Outre les exigences adressées au ministère afin qu'il dispense des services juridiques divers dans ce domaine du droit en pleine évolution, le ministère de la Justice a été appelé, et continue de l'être, à dispenser des services juridiques pour secondar la Commission d'enquête publique sur l'affaire Maher Arar nommée le 5 février 2004, que préside Dennis R. O'Connor, juge en chef adjoint de l'Ontario, afin qu'elle s'acquitte de son mandat d'établissement des faits.

**Mondialisation** - Le terrorisme, la criminalité organisée, la cybercriminalité, le trafic d'êtres humains et les violations des droits de la personne sont des problèmes planétaires. De même, le commerce international comporte désormais une dimension juridique beaucoup plus complexe et l'intégration de l'économie

Le ministère n'effectue presque pas de prestation directe de programme ou de service à la population. Il verse par contre des crédits pour aider les provinces et les territoires à dispenser des programmes touchant la justice et qui sont de leur compétence en vertu de la Constitution. Les paiements de transfert aux provinces, aux territoires et aux organisations communautaires représentent environ 40 % des dépenses totales du ministère. La plupart de ces financements (environ 88 %) concernent deux grands programmes de contribution en vue de soutenir l'accès aux programmes provinciaux et territoriaux d'aide juridique et les services de justice pour les adolescents, que gèrent les provinces et les territoires. Le ministère verse par ailleurs diverses subventions et contributions de montant moindre aux provinces, aux territoires et aux organisations communautaires pour soutenir la prestation ou l'essai de nouveaux modes de programmes et de services touchant la justice.

Les services directement fournis à la population sont le traitement des demandes d'accès à l'information, l'aide à l'exécution des ordonnances et des ententes familiales, le Bureau d'enregistrement des actions en divorce et le registre aux termes de la Loi sur la saisie-arrest et la distraction de pensions.

Les activités quotidiennes du ministère couvrent quatre grands domaines :

- Prestation de conseils juridiques aux ministères et organismes fédéraux ;
- Application des lois fédérales et poursuites en cas d'infraction à ces lois ;
- Rédaction et révision des projets de loi et des règlements en français et en anglais, en tenant compte de la common law et du droit civil ;
- Elaboration des orientations et des programmes connexes dans des domaines tels que la justice applicable aux adolescents, aux Autochtones, aux familles, le droit pénal, la protection de la vie privée, les droits de la personne et les langues officielles.

Le travail ministériel se répartit en trois secteurs d'activité : *Services aux clients fédéraux* – conseils juridiques à l'État, poursuites, représentation de l'État dans les tribunaux, rédaction des lois et des règlements ; *Droit et Orientation* – élaborer et appliquer des orientations, des programmes et des lois connexes ; *Administration* – secondier le ministère dans l'exécution de son travail, veiller à la transparence et à la reddition des comptes.

Les dépenses du ministère sont de deux types – dépenses de fonctionnement et paiements de transfert, dont environ 60 % sont des dépenses de fonctionnement, essentiellement consacrées aux dépenses salariales et aux frais connexes (salariales, formation, équipement de bureau notamment). Environ 80 % des dépenses de fonctionnement des services juridiques sont intégrées aux ministères et aux organismes clients, qui résistent ensuite une grande partie des sommes dépensées pour dispenser ces services juridiques services (environ 32 %). Ceci représente environ 15 % des dépenses totales du ministère.

SITUATION		Effectif
Vancouver	520	
Edmonton	329	
Calgary	57	
Saskatoon	146	
Winnipeg	121	
Whitehorse	39	
Yellowknife	43	
Iqaluit	24	
Inuvik	3	
Toronto	597	
Halifax	143	
Charlottetown	5	
Moncton	7	
St-John's	6	
Région de la capitale nationale	2519	
St-Hubert	4	
Québec	4	
Montréal	422	
Effectif au 31 mars 2005	4989	

Figure 2 : La Justice partout au Canada

réseau de bureaux et bureaux régionaux secondaires. Environ la moitié de l'effectif y travaille.

## D. RENDEMENT GÉNÉRAL DU MINISTÈRE

### Contexte de fonctionnement

#### Total des ressources financières du ministère (en millions de dollars)

Dépenses réelles	Total des allocations	Dépenses prévues
943	1 007,2	1 011,1

#### Total des ressources humaines du ministère (Équivalents temps plein - ETP)

Différence	ETP réels	ETP prévus
(28)	4 989	5 017

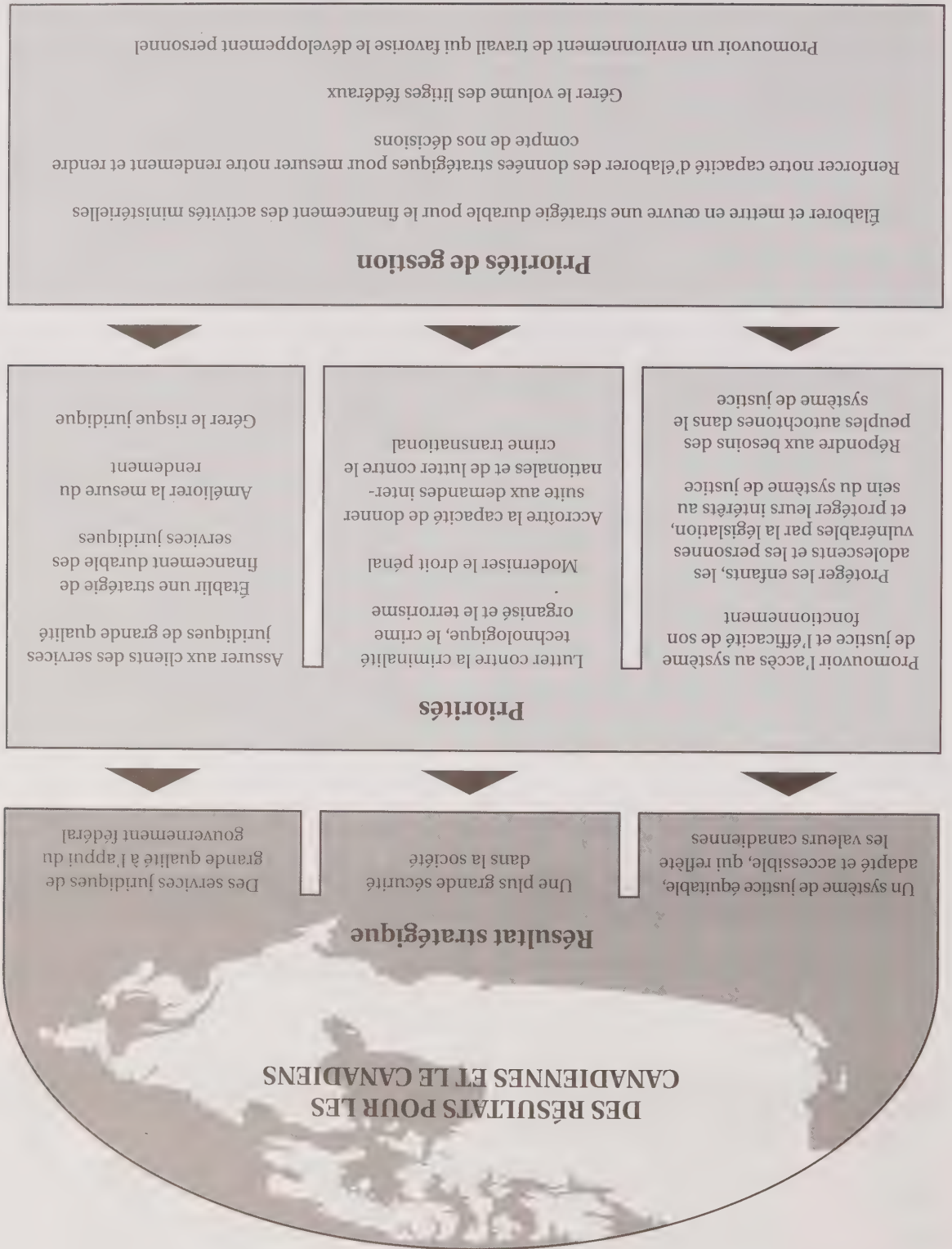
Les dépenses réelles ont été de 68 millions de dollars (7 %) de moins que prévu. Deux facteurs en ont essentiellement été la cause : les sommes dépensées et celles recouvrées auprès des ministères et organismes clients au titre des services juridiques dispensés ont été de presque 40 millions de dollars de moins que le maximum autorisé par le Conseil du Trésor ; ensuite le ministère a versé 23 millions de dollars au titre de la réaffectation d'un milliard de dollars annoncée dans le budget de 2003. Le montant exigé du ministère n'était pas encore été confirmé lors de la déclaration des chiffres des dépenses prévues dans le Rapport sur les plans et priorités 2004-2005. La participation plus lente que prévue au programme des subventions et contributions par les provinces et les territoires explique la somme de 16 millions de dollars du total de 23 millions de dollars de la contribution ministérielle. Les 7 millions de dollars restants sont attribuables à l'amélioration du rendement opérationnel dans la plupart des services ministériels.

L'écart entre l'utilisation des ETP prévus et réels est faible, compte tenu de la taille de l'effectif total. Le changement proportionnel des dépenses est toutefois plus prononcé

Le ministère de la Justice est un ministère de taille moyenne avec un effectif de 4 989 personnes. Les avocats forment presque la moitié de cet effectif, qui compte d'autres professions, notamment des parajuridiques, des spécialistes des sciences sociales et des communications, des gestionnaires de programme, des responsables administratifs, des informaticiens et des agents financiers.

Outre son administration centrale et son réseau de services juridiques ministériels situés dans les ministères et les organismes de la Région de la capitale nationale, le ministère dispense des services dans tout le pays grâce à son

Figure 1 – Résultats stratégiques et priorités



## C. RENSEIGNEMENTS SOMMAIRES

### Raison d'être

Le système de justice définit et fixe l'équilibre entre les droits et les obligations de la collectivité et ceux des personnes individuelles afin d'assurer le bon ordre de la société. Il affecte donc presque tous les aspects de la vie quotidienne, il guide les activités quotidiennes qui assurent la sécurité de la population ; il soutient les politiques sociales et les avantages sociaux ; il régle l'économie ; il propose des moyens pour régler à l'amiable les différends entre les personnes, les organisations ou les pouvoirs publics.

La société est en évolution permanente et il en va de même du système de justice. Le ministère de la Justice s'attache en priorité à maintenir un système qui serve tous les Canadiens et demeure efficace, équitable et accessible à tous à mesure qu'il évolue pour répondre aux changements sociaux.

### Rôle du ministère

Le ministre de la Justice et procureur général du Canada est à la tête du ministère de la Justice ; ses attributions sont énoncées dans la *Loi sur le ministère de la Justice*. Il a la charge de l'application de cette loi et de 47 autres lois fédérales. Le ministère de la Justice seconde le ministre de la Justice dans ses deux fonctions de ministre de la Justice et de procureur général du Canada et exerce à cette fin trois fonctions auprès du Gouvernement du Canada :

- ministère d'orientation ayant de vastes responsabilités de contrôler toutes les affaires touchant l'administration de la Justice dans le domaine fédéral, notamment les orientations du droit pénal, de la Justice concernant les familles, les Autochtones, les adolescents, des droits de la personne, de la protection des renseignements personnels, de l'accès à l'information et des langues officielles ;

### Avantages que le ministère de la Justice procure à la population canadienne

Le ministère s'efforce d'obtenir trois résultats stratégiques :

- Un système de Justice équitable, adapté et accessible, qui reflète les valeurs canadiennes
- Une plus grande sécurité dans la société
- Des services juridiques de qualité élevée pour secourir le Gouvernement du Canada

La figure 1 ci-dessous expose les priorités ministérielles de rendement et de gestion en vue de procurer aux Canadiens ces avantages pour la période visée du 1er avril 2004 au 31 mars 2005.

### Mission du ministère

- prestataire de services juridiques intégrés de conseil, de contentieux et de services législatifs aux ministères et organismes clients afin qu'ils puissent élaborer et mettre en œuvre conformément au cadre juridique du Canada les orientations et les programmes dont ils ont la charge ;
- organisme central secondant le ministre de la Justice pour conseiller le Cabinet à l'égard de toutes les affaires juridiques, notamment la constitutionnalité des activités fédérales.

- Secourir le ministre de la Justice dans la tâche d'assurer, au Canada, l'existence d'une société juste et respectueuse des lois, pourvue d'un système de Justice efficace, équitable et accessible à tous.
- Fournir des conseils et autres services juridiques de qualité élevée à l'État ainsi qu'aux ministères et organismes clients.
- Promouvoir le respect des droits et libertés, de la loi et de la Constitution.

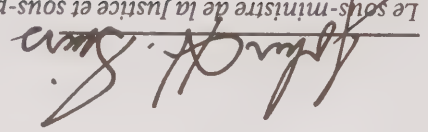


## Déclaration de la direction

J'ai l'honneur de présenter, en vue du dépôt au Parlement, le Rapport ministériel sur le rendement (RMR) du ministère de la Justice pour 2004-2005.

Ce rapport a été rédigé conformément aux principes de présentation du *Guide de préparation – Rapports ministériels sur le rendement 2004-2005* et présente au Parlement des renseignements conformes, exhaustives, équilibrés et exacts et à cette fin,

- respecte les principes et les exigences particulières de déclaration des lignes directrices du SCT ;
- rend compte d'après les structures ministérielles de déclaration telles qu'elles sont reflétées par la structure des activités ministérielles ;
- sert de fondement pour rendre compte des résultats recherchés ou obtenus avec les ressources et les autorisations reçues ;
- rend compte des finances en fonction des chiffres approuvés d'après le Budget des dépenses et les Comptes publics des rapports ministériels sur le rendement.

  
Le sous-ministre de la Justice et sous-procureur général du Canada,  
John H. Stins

Date 21 sept 05

## B. MESSAGE DU SOUS-MINISTRE

Le ministère axe son travail sur trois résultats stratégiques majeurs : un système de justice équitable, adapté et accessible, qui reflète les valeurs canadiennes ; une plus grande sécurité dans la société ; des services juridiques de qualité élevée pour secondar le Gouvernement du Canada. La réalisation de ces résultats stratégiques exige que notre attention se porte en permanence sur notre mode d'organisation et notre mode de gestion. Il faut que nous soyons organisés afin de fonctionner avec efficacité et que nos programmes et nos services soient viables et abordables.

À titre de sous-ministre de la Justice et de sous-procureur général du Canada, je suis déterminé à accroître la discipline et la rigueur des orientations et des modes de gestion qui secondent le ministre de la Justice et procureur général du Canada et qui, de façon plus large, permettent au Gouvernement du Canada d'accomplir son programme politique et ses programmes. Nous avons donc entrepris un programme ambitieux de changement afin de garantir que le ministère s'attache à améliorer sa capacité de gestion axée sur les résultats. À bien des égards, le ministère en est au stade expérimental. Nous en sommes par exemple à élaborer, à tester et à affiner les outils et les processus nécessaires pour améliorer notre capacité de définir, de suivre et de déclarer notre rendement.

Je prévois qu'à mesure que nous poursuivons la mise en place et l'affinement d'outils normalisés tels que les mécanismes de comptabilisation des horaires et d'observations de la part de nos clients, notre capacité de déclarer nos résultats ne va cesser de s'améliorer, et partant, la solidité des données sur le rendement présentées dans nos rapports annuels sur le rendement ne va cesser de se renforcer. Le présent Rapport expose quelques-uns de nos premiers résultats. Je suis certes très fier du rendement du ministère pour réaliser nos résultats stratégiques, mais je sais qu'il nous faut poursuivre nos efforts pour systématiser notre collecte des données afin de soutenir notre rendement. C'est là une entreprise majeure qui ne peut s'accomplir en une seule période de déclaration. Je prévois qu'il nous faudra entre trois et cinq ans pour passer à une démarche de gestion intégrée des risques, axée sur les résultats.

À cet égard, les priorités ministérielles de gestion pour la période visée ont porté sur les actions suivantes :

- travailler à formuler des options de mise en œuvre d'une stratégie de financement durable pour les services juridiques dispensés au Gouvernement du Canada ;
- gérer le volume élevé du contentieux fédéral ;
- promouvoir un milieu de travail qui favorise le développement personnel ;
- améliorer la capacité de recueillir des renseignements sur notre rendement.

## Seconder nos clients grâce à des services juridiques de qualité élevée

Si nous voulons continuer de seconder nos clients grâce à des services juridiques de qualité élevée, il nous faut mieux apprécier la croissance et les exigences de la demande de ces services. Il faudra donc mieux comprendre la nécessité d'ajuster nos ressources à la demande croissante à leur égard. Il faudra plus particulièrement garantir un régime viable de financement afin de prendre en compte l'accroissement du volume et de la complexité de la demande de services juridiques ainsi que l'importance de prévoir et d'accomplir la gestion des risques juridiques dans les litiges ayant des répercussions majeures et dans des affaires semblables.

## Combattre l'impunité et les atrocités de masse

La lutte contre l'impunité et les atrocités de masse comporte une stratégie à trois volets, axée sur la notion selon laquelle la meilleure protection contre les massacres est de les prévenir. Si des États ne peuvent ou ne veulent pas les prévenir ou encore s'ils sont eux-mêmes les auteurs de tels crimes, il incombe donc alors à la communauté internationale d'assurer une protection contre les massacres. La responsabilité, ou plus précisément l'importance de traduire en justice les criminels de guerre, est le dernier élément crucial de cette stratégie. Ceci s'est reflété dans notre appui à la Résolution du Conseil de sécurité de l'ONU de renvoyer la perpétration des atrocités de masse au Dattour devant la Cour pénale internationale.

## Edifier des systèmes internationaux de justice pour le 21<sup>e</sup> siècle

Un élément majeur de la poursuite de la justice vise la coopération juridique internationale et l'édification de systèmes nationaux de justice en vue de l'établissement d'un système international de justice pour le 21<sup>e</sup> siècle. Cette tâche englobe une coopération et une entraide bilatérales dans divers domaines, notamment l'édification de systèmes nationaux de justice dans une variété de pays et de cultures.

Je vous encourage à lire ce rapport, qui constitue un aperçu du rendement du ministère dans ses efforts pour concrétiser ces principes.

*Le ministre de la Justice et procureur général du Canada,*  
Irwin Cotler

## Favoriser un système de justice accessible, équitable et efficace

Il faut la collaboration soutenue des intervenants fédéraux, provinciaux et territoriaux pour favoriser un système de justice accessible, équitable et efficace. Le programme le plus important – et un élément majeur pour l'accès à la justice – est l'aide juridique, dont peuvent disposer les jeunes et les Canadiens démunis au plan économique et ayant affaire à la justice pénale. D'autres programmes aident à rendre notre système de justice plus accessible, notamment les services aux victimes d'actes criminels, les actions touchant la justice applicable aux adolescents, la stratégie de la justice pour les familles axée sur l'enfant et les services de vulgarisation juridiques.

## La relation entre la sécurité et les droits

Le principe sous-jacent qui prévaut ici est qu'il n'existe aucune contradiction entre la protection de la sécurité et celle des droits de la personne. Le terrorisme international constitue une attaque à la sécurité d'une démocratie et aux droits les plus fondamentaux de ses habitants – le droit à la vie, à la liberté et à la sécurité de la personne. Par ailleurs, l'exécution et l'application de la loi et de la politique antiterroristes doivent se conformer à la primauté du droit. Les minorités ne doivent jamais être particularisées ou faire l'objet de discrimination. La torture doit être interdite partout et à jamais. La lutte contre le terrorisme ne doit pas saper la sécurité des personnes que nous cherchons, par ailleurs, à promouvoir et à protéger.

## Protéger les plus vulnérables d'entre nous

Le critère d'une société juste – organisée autour des principes d'égalité et de dignité de la personne – est la façon dont elle traite ses membres les plus vulnérables : les enfants, les femmes, les personnes âgées, les réfugiés, les Autochtones, les minorités. À cet égard, une loi modifiant le *Code criminel* et la *Loi sur la preuve au Canada* a reçu cette année la sanction royale, afin de protéger les enfants et d'autres personnes vulnérables de l'exploitation sexuelle, de la violence, de la maltraitance et de la négligence. J'ai déposé par ailleurs la première mesure législative jamais rédigée afin de criminaliser le fléau de la traite des personnes – nouveau trafic mondial des esclaves, activité criminelle internationale en croissance exponentielle.

## La justice applicable aux Autochtones

Nous devons faire face aux besoins de la justice applicable aux Autochtones, notamment le fait que les Canadiens d'origine autochtone demeurent surreprésentés dans la justice pénale à la fois en tant que victimes et en tant que délinquants et sous-représentés dans le système de justice. Nous travaillerons donc à garantir que les traditions juridiques autochtones soient respectées dans notre justice classique ; nous continuerons à élaborer des programmes tels que la Stratégie de justice applicable aux Autochtones et le Programme d'assistance parajudiciaire aux Autochtones.

## Combattre le racisme, la haine et la discrimination

Le racisme, les propos et les actes criminels haineux contre des groupes identifiables sont autant d'attaques à la dignité de tous et chacun, aux droits des minorités à la protection contre la calomnie, et à la démocratie multiculturelle du Canada. Nous élaborons donc un ensemble d'initiatives en matière de justice tant à l'échelle nationale qu'internationale – pour lutter contre le racisme, les propos et les actes criminels haineux. Nous imaginons une société qui ne servira jamais de refuge ni à la haine ni au sectarisme.

## Section I – Survol

### A. MESSAGE DU MINISTRE

À titre de ministre de la Justice, j'ai la charge de travailler avec les provinces et les territoires afin de veiller à ce que le Canada demeure une société juste et respectueuse des lois, dont le système de justice est accessible, efficace et équitable. Je suis essentiellement secondé à cet égard par le ministère de la Justice, qui procure les services juridiques de qualité élevée de ses avocats à l'État et fait valoir les droits, les libertés et les lois du Canada. Le ministère de la Justice renforce le fondement social de la société canadienne et fait valoir la position du Canada dans le monde, en élaborant et en soutenant des lois qui affectent presque tous les aspects de notre vie politique, sociale et économique.

Le système juridique canadien est certes au premier plan de la scène internationale, mais il subit la pression croissante des changements de la société canadienne et de la planète en général, notamment la révolution constitutionnelle, l'internationalisation des droits de la personne, l'évolution majeure des droits des Autochtones, l'explosion du contentieux et la mondialisation dans ses aspects juridiques et économiques. La façon dont nous édifions un système de justice efficace doit évoluer à mesure qu'évolue notre monde. Il y faudra donc une réforme fructueuse, inhérente au système et des mesures tant au plan national qu'international.

Depuis que j'ai prêté serment en qualité de ministre de la Justice et procureur général du Canada, je continue d'être guidé par un principe fondamental – la poursuite de la justice. Deux éléments sont essentiels : promouvoir et protéger l'égalité en tant que principe organisateur afin de bâtir une société juste ; promouvoir et protéger la dignité de la personne afin de bâtir une société de compassion. Quelques principes étayent la poursuite de la justice en vertu de cette théorie.

### Promouvoir et protéger la Charte canadienne des droits et libertés

La promotion et la protection de la *Charte canadienne des droits et libertés* en général, celle des dispositions portant sur les droits à l'égalité et luttant contre la discrimination en particulier sont parmi les principes les plus impérieux du programme de justice. Il nous faut apprécier l'incidence féconde de la *Charte canadienne des droits et libertés* non seulement sur nos lois, mais sur notre propre vie. Qui plus est, cette révolution constitutionnelle dans les droits et les recours a eu une incidence féconde sur les attributions du ministre de la Justice et procureur général du Canada en sa qualité de gardien de la primauté du droit, par exemple la responsabilité de certifier que les politiques et les lois proposées s'accordent à la *Charte canadienne des droits et libertés* et celle de conseiller, en ma capacité de principal conseiller juridique de l'État, les ministères et les organismes fédéraux quant à notre fidélité vis-à-vis de la *Charte canadienne des droits et libertés*.





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**Ministère de la Justice**

## **Rapport sur le rendement**

*Pour la période terminant le 31 mars 2005*





## Avant-propos

Le gouvernement du Canada améliore sans cesse ses pratiques de gestion, ce qui constitue pour lui une priorité depuis le dépôt au Parlement, au printemps 2000, du document intitulé *Des résultats pour les Canadiens et les Canadiennes : Un cadre de gestion pour le gouvernement du Canada*. Dans sa poursuite de l'excellence en gestion, le gouvernement envisage d'offrir aux Canadiens : un gouvernement à l'écoute, qui sert bien ses citoyens et qui est administré comme une seule et même entité cohérente; un gouvernement innovateur, qui est appuyé par une fonction publique hautement qualifiée, en mesure de bien tirer parti de toute l'information à sa disposition et de faire un usage optimal des fonds publics, tout en tenant compte des risques éventuels; et un gouvernement redevable, qui rend compte clairement et ouvertement de son rendement au Parlement et aux Canadiens et aux Canadiennes.

Les rapports ministériels sur le rendement jouent un rôle de premier plan dans le cycle de planification, de suivi, d'évaluation ainsi que de communication des résultats au Parlement et aux citoyens. Ils sont au cœur même de l'application du concept du gouvernement redevable.

Les ministères et les organismes sont invités à rédiger leurs rapports en appliquant les principes pour l'établissement de rapports publics efficaces (voir le *Guide pour la préparation des rapports ministériels sur le rendement 2004-2005* : [http://www.tbs-sct.gc.ca/tma/dprl/04-05/guide/lines/guide\\_f.asp](http://www.tbs-sct.gc.ca/tma/dprl/04-05/guide/lines/guide_f.asp)). Selon ces derniers, un rapport ne peut être efficace que s'il présente un tableau du rendement qui soit non seulement cohérent et équilibré mais bref et pertinent. Un tel rapport doit insister sur les résultats - soit les avantages dévolus aux Canadiens et aux Canadiennes et à la société canadienne - et il doit refléter ce que l'organisation a pu contribuer à ces résultats. Il doit mettre le rendement du ministère en contexte, faire le lien entre le rendement et les engagements antérieurs, expliquer les changements ainsi que décrire les risques et les défis auxquels le ministère a été exposé en répondant aux attentes sur le rendement. Le rapport doit aussi souligner les réalisations obtenues en partenariat avec d'autres organisations gouvernementales et non-gouvernementales. Et comme il est nécessaire de dépenser judicieusement, il doit exposer les liens qui existent entre les ressources et les résultats. Enfin, un tel rapport ne peut être crédible que si le rendement décrit est corroboré par la méthodologie utilisée et par des données pertinentes.

Le présent rapport ministériel sur le rendement (ainsi que ceux de nombreux autres ministères et organismes) peut être consulté sur le site Web du Secrétaire du Conseil du Trésor du Canada à l'adresse suivante : <http://www.tbs-sct.gc.ca/est-pre/estime.asp>. Les lecteurs qui désiraient un aperçu global des efforts déployés par le gouvernement du Canada afin d'améliorer la qualité de vie peuvent lire *Le rendement du Canada 2005*, qu'on peut également consulter à l'adresse Internet précitée. Ce rapport est structuré autour de trois grands thèmes (économie durable, fondements sociaux du Canada et la place du Canada dans le monde) et sa version électronique renferme des liens avec les rapports ministériels sur le rendement pertinents. *Le rendement du Canada 2005* renferme également un aperçu spécial des efforts déployés par le gouvernement afin d'améliorer le bien-être des Autochtones.

Le gouvernement du Canada s'est engagé à améliorer sans cesse les rapports qu'il présente au Parlement et aux Canadiens et aux Canadiennes. Par leurs observations et leurs suggestions, les lecteurs peuvent contribuer grandement à améliorer, au fil du temps, la qualité des rapports ministériels sur le rendement et autres rapports.

**Les observations ou les questions peuvent être adressées à :**

Direction de la gestion axée sur les résultats  
Secrétariat du Conseil du Trésor du Canada  
L'Esplanade Laurier  
Ottawa (Ontario) K1A 0R5  
OU à : [tma-mtr@tbs-sct.gc.ca](mailto:tma-mtr@tbs-sct.gc.ca)

## Les documents budgétaires

Chaque année, le gouvernement établit son Budget des dépenses, qui présente l'information à l'appui des autorisations de dépenser demandées au Parlement pour l'affectation des fonds publics. Ces demandes d'autorisations sont présentées officiellement au moyen d'un projet de loi de crédits déposé au Parlement.

Le Budget des dépenses du gouvernement du Canada est divisé en plusieurs parties. Commentant par un aperçu des dépenses totales du gouvernement dans la Partie I, les documents deviennent de plus en plus détaillés. Dans la Partie II, les dépenses sont décrites selon les ministères, les organismes et les programmes. Cette partie renferme aussi le libellé proposé des conditions qui s'appliquent aux pouvoirs de dépenser qu'on demande au Parlement d'accorder.

Le *Rapport sur les plans et les priorités* fournit des détails supplémentaires sur chacun des ministères ainsi que sur leurs programmes qui sont principalement axés sur une planification plus stratégique et les renseignements sur les résultats escomptés.

Le *Rapport sur le rendement* met l'accent sur la responsabilisation basée sur les résultats en indiquant les réalisations en fonction des prévisions de rendement et les engagements à l'endroit des résultats qui sont exposés dans le *Rapport sur les plans et les priorités*.

Le Budget des dépenses, de même que le budget du ministre des Finances, sont le reflet de la planification budgétaire annuelle de l'État et de ses priorités en matière d'affectation des ressources. Ces documents, auxquels viennent s'ajouter par la suite les Comptes publics et les rapports ministériels sur le rendement, aident le Parlement à s'assurer que le gouvernement est dûment comptable de l'affectation et de la gestion des fonds publics.

©Sa Majesté la Reine du chef du Canada, représentée par  
le Ministre des Travaux publics et Services gouvernementaux Canada — 2005

No de catalogue BT31-4/39-2005  
ISBN 0-660-62919-4

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pour désigner tant les hommes que les femmes.

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**Ministère de la Justice  
Canada**

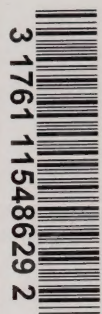
**Rapport sur le rendement**

Pour la période se terminant  
le 31 mars 2005









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